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.
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ACTIVITY STATUS COLOR KEY

Items noted in Blue Text denote activity is complete.

Items noted in Green Text denote activity is in process.

Items identified with a ✈ denote that while an activity may be in process, it has not met projected timelines for completion.

Editor, Dr. Colleen Grotsky

Special thanks to Mrs. Pauline Val for editing assistance and to Mrs. Mable Scott and Ms. Sandra Brown for their support and resources.

Photography provided by:
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Dr. Sheila Whitley
Dr. Scott Simkins
Ms. Cecelia Worthington
Mr. Morrell Pridgen
Dear Aggies and Friends of North Carolina A&T:

There has been remarkable progress in completing the activities associated with each of the Futures goals since we last reported to you. These accomplishments can be directly credited to the hard work of our faculty, staff and students. What we are doing at North Carolina Agricultural and Technical State University is special and sets the course for even greater accomplishments in the future.

As you may recall, the going has not always been easy. We convened numerous town halls; scanned our internal and external environments; examined our values; and held workshops and campus-wide retreats where several scenarios were hotly debated. At the campus-wide retreat in 2001, we decided that we aspired to become the premier interdisciplinary university in America. In many ways we were not only breaking new ground for North Carolina A&T, we were at the forefront of a nationwide interest in interdisciplinary education.

Interdisciplinary means that we have to look beyond the traditional silos in which disciplines and professors have worked for centuries. It means that we are obligated to create new degrees that respond to the needs of our students and community. It also means that in order to prepare our students for interdisciplinary work, we are required to strengthen education in the traditional disciplines.
One of our greatest accomplishments is the reform of our general education core curriculum. Hours upon hours have been spent by our faculty to establish a curriculum that is strong in the traditional disciplines and promotes interdisciplinary critical thinking, analysis, communication, and familiarity with the difficult global issues that our students will face. As a result, we will inaugurate University Studies for our freshman class in August of this year.

As we move to complete the remaining activities, I want to again acknowledge the good work of faculty, staff, students, and community partners who have joined us in ensuring that our vision is a living plan of action. Thank you for continuing the rich history and tradition that is North Carolina A&T!

Sincerely,

James C. Renick
Chancellor
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.

**STRATEGIES INCLUDE:**

- Evaluating the internal goals and objectives of the University;
- Benchmarking models of interdisciplinary education to assess overall quality;
- Developing an operational model to transform the University to an interdisciplinary paradigm with a global focus;
- Supporting interdisciplinary initiatives; and
- Establishing mechanisms to describe and promote the new operational mode to University stakeholders.
NEAR-TERM

By January 2002, establish a venture capital fund for promising interdisciplinary initiatives.

Since 2002, almost $1 million in awards have been made through Venture Funds. (See PINNACLES of Achievement Highlight, page 8)

By October 2002, implement a marketing plan to support the capital campaign.

By January 2003, publish a document that delineates the vision and goals to the University community.

Uncompromising Excellence: A Blueprint for the Future

By May 2003, implement a strategy to communicate the interdisciplinary model in a clear consistent manner that will garner University and public acceptance.

By May 2003, conduct an annual campus-wide retreat focused on evaluating the University's progress toward the vision.

The 2005 Futures Retreat marked the fourth campus-wide retreat. The Academy of Teaching and Learning's first annual Teaching Showcase: Sharing Our Best Work was held in conjunction with the annual Futures retreat. A full-day program preceded the Futures Retreat and included a poster session highlighting 16 teaching projects of A&T faculty members as well as a showcase of posters from the previous year’s Venture Fund awardees. Prizes were also awarded to the posters for: innovative teaching and learning, interdisciplinary teaching and learning, and teaching with technology.
### Principle Investigators

<table>
<thead>
<tr>
<th>Name of Project</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Global Studies Certificate Program</td>
<td>$15,000</td>
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<tr>
<td>Models for Interdisciplinary Programs, Centers, and Institutes</td>
<td>$14,975</td>
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<tr>
<td>A Proposal to Establish a Center of Excellence for Studies in Genomic Diversity</td>
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<td>Water for Utility in Living Systems</td>
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<td>Creating Responsive Learning Environments for the Development of High Levels of Literacy: Establishing Relationships to Bridge the Gap: Positive Academic Relationships</td>
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<td>The Center for Student Success' Comprehensive Tutorial Program</td>
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<tr>
<td>Interdisciplinary Center for Entrepreneurship and e-Business</td>
<td>$15,000</td>
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<td>Interdisciplinary &quot;Brown Bag&quot; Lecture Series in Science, Engineering, and Technology</td>
<td>$13,200</td>
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<td>Journal of the North Carolina Association of Historians</td>
<td>$7,920</td>
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<td>Lifestyles: Faculty and Staff Support Wellness Center</td>
<td>$12,192</td>
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<td>A Model: Interdisciplinary Biotechnology and Biodiversity Programs</td>
<td>$15,000</td>
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<td>Internationalizing the Honors Program Curriculum</td>
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<td>Interdisciplinary Center for Early Career Exploration and Leadership</td>
<td>$10,100</td>
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<td>Development of an Interdisciplinary Program in Engineering</td>
<td>$1,122</td>
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<td>University Passport Program</td>
<td>$10,950</td>
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<td>Electronic Materials Testing &amp; Training Program</td>
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<tr>
<td>Interdisciplinary Center for Remanufacturing Supply Chain Systems</td>
<td>$14,830</td>
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<td>Producing a Comprehensive Academic Advising Handbook</td>
<td>$7,297</td>
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<td>Using RMs to Leverage Our Retention Power</td>
<td>$14,973</td>
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<td>Principle Investigators</td>
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<tr>
<td>Chi Anyansi-Archibong and Betty L. Brever</td>
<td>Developing, Writing and Teaching Through the Case Method: An Interdisciplinary Approach</td>
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<td>Ayanna Boyd-Williams Graduate Studies</td>
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<td>Dominic P. Clemente College of Arts &amp; Sciences</td>
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<td>Emmett Lodree, Jr. College of Engineering</td>
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<td>Framework for Interdisciplinary Collaborative Studies in Intuitive Telesoperation</td>
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<td>Gudigopuram B. Reddy School of Agriculture &amp; Environmental Sciences</td>
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<tr>
<td>Bernadine Chapman</td>
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<td>Studies in Food and Agricultural Policy</td>
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<td>Frank Griffin</td>
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<td>The American South Meets South Africa 2004: A Cultural Arts Exchange Project</td>
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<td>Kenneth L. Roberts</td>
<td>The Nanoscale Studies Initiative at North Carolina A&amp;T State University</td>
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<td>Xiaohong Yuan</td>
<td>Enhancing Academic Advising with a Student Advising Software System</td>
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<td>Shirley Bell</td>
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<td>Linda Callahan</td>
<td>Development of an Interdisciplinary Environmental Journalism Course</td>
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<td>Leander Canady</td>
<td>Exploring Cultural Identity from a Global Perspective: A Summer Program Centering on Visual and Performing Arts</td>
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<td>Teresa Dial</td>
<td>Assessing Health Behavior and Attitudes of Students at NC A&amp;T SU</td>
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<td>Jung Hee Kim</td>
<td>Using Artificial Intelligence &amp; Math Education Paradigms to Construct a Proof-Of-Concept Computer-Assisted Algebra</td>
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<td>Gregory Meyerson</td>
<td>Further Studies in Building the Interdisciplinary University - from Freshman Composition to Cultural Studies Ph.D.</td>
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<td>Celestine Ntuen</td>
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<td>Robert Pyle</td>
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<td>Mary Smith</td>
<td>Closing Health Disparities Gaps by Improving Lifestyle Behaviors</td>
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<td>Alice Stewart</td>
<td>Developing 21st Century Leaders Using 21st Century Technology</td>
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<tr>
<td>Alex Williams</td>
<td>Developing a Multi-Disciplinary Team to Teach Analytical Reasoning</td>
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By August 2003, implement a "text in community" series.

This year marks the third year of "text in community." The first selected text was *The Souls of Black Folk* by W.E.B. DuBois followed by *The Invisible Man* by Ralph Ellison. The current selection is *The World is Flat: A Brief History of the 21st Century* by Thomas Friedman, a book that has generated numerous campus-wide discussions. Activities culminated on April 5, 2006, when Mr. Friedman visited classes and gave a public lecture.

By August 2003, implement an annual academic year interdisciplinary theme.

North Carolina A&T's Academy for Teaching and Learning (ATL) continues to focus on the seminal text *How People Learn: Brain, Mind, Experience and School*, published by the National Research Council. Copies of the text have been distributed to all faculty members.

Throughout the academic year, ATL Faculty Development Workshops focused on topics central to University Studies curriculum development and, in particular, the interdisciplinary nature of teaching and learning.
The First Annual Summer Teaching Institute: Focus on Learning was held in the previous academic year featuring Milt Hakel, Bowling Green State University. Other workshops featured:

- Interdisciplinary Teaching and Learning led by Richard Carp, Appalachian State University;
- Implementing and Assessing Interdisciplinary Teaching and Learning led by Peggy Maki, Peggy Maki Associates, and Terry Rhodes, Portland State University;
- Promoting Critical Thinking led by Ed Neal, University of North Carolina at Chapel Hill;
- and the Second Annual Summer Teaching Institute Collaborative Learning led by Barbara Mills, University of Nevada-Reno.

Faculty registrations for these workshops totaled 254. In addition, the ATL New Faculty Orientation Series of luncheon meetings focused 12 sessions on topics relevant for new faculty with an average attendance of 28 new faculty per meeting.

By December 2003, implement a marketing program that brands the University's initiative.
By January 2005, implement a marketing plan to support the revised General Education Core Curriculum, upper division, graduate programs, and new interdisciplinary academic centers and programs.

Designated the title for the revised curriculum to be University Studies.

Communicated continuously about University Studies, its guiding principles, the proposed governance structure, and assessment of student learning outcomes with faculty and administrators through: special editions of The Aggie Report; radio interviews on WNAA 90.1; visits to departmental faculty meetings; and numerous town hall meetings.

Developed University Studies brochure.

Initiated the University Studies Faculty Roundtable, an interdisciplinary group that will work closely with the University Studies Curriculum Revision Committee and the Dean of University Studies.
LONG-TERM

By January 2006, implement a marketing plan to support new and enhanced international service learning programs for faculty and international study as well as internships for students.

Developed brochure promoting international programs and the Global Studies Certificate program.

The Study Abroad Coordinator makes regular visits to classrooms and departmental meetings to facilitate international study and internships for students.

A film was produced featuring highlights of previous study abroad student experiences that is shared with students in classes and residential life programming.
Deliver visionary and distinctive interdisciplinary learning, discovery, and engagement that include collaborations and partnerships as part of the learning experience.

**STRATEGIES INCLUDE:**

- Adding interdisciplinary and international educational opportunities;
- Establishing and enhancing international partnerships;
- Enhancing student, faculty, and staff participation in global interdisciplinary experiences;
- Providing intellectual, physical and technological infrastructure and financial resources that will effectively support interdisciplinary programs; and
- Enhancing North Carolina A&T’s global image.
NEAR-TERM

By August 2003, review existing academic and research centers, enhance viable centers, and eliminate inactive ones.

The Council of Associate and Assistant Deans, under the leadership of the Vice Chancellor for Research and Economic Development, drafted a new university policy on Centers and Institutes that was approved by the University’s Board of Trustees. Existing research centers were asked to apply for center status under the new policy guidelines. Viable centers were approved and will be enhanced. Inactive centers or those which duplicated efforts were eliminated or folded into thriving centers.

“And it ought to be remembered that there is nothing more difficult to take in hand, more perilous to conduct, or more uncertain of success, than to take the lead in the introduction of a new order of things.”

Machiavelli (1513)
By August 2003, complete the review and prepare for implementation of a new General Education Core Curriculum.

Faculty agreed on course descriptions and curriculum structure for University Studies.

Faculty prepared and submitted a proposal for the University Studies program.

All schools, colleges, and the University Senate endorsed University Studies.

The Board of Trustees issued a Resolution Endorsement of the University Studies Curriculum and Its Implementation.

Dr. Joseph Graves as Dean of University Studies and six faculty to implement the revised core curriculum were hired.

Academic Affairs funded development of 27 interdisciplinary general education courses during the Summer 2004.

### UNIVERSITY STUDIES FACULTY

**Assistant Professors:**
- Dr. Stephen Ferguson, Ph.D., Philosophy, University of Kansas, 2004
- Dr. Melissa Hagan Hughes, Ph.D., Epidemiology, University of Pittsburgh, 2003
- Dr. John Frederick Humphrey, Ph.D., Philosophy, New School for Social Research, 1992

**Lecturers:**
- Dr. Jacqueline Blackmore, Ph.D., African American History University of Northern Illinois, 1996

**Adjunct Instructors:**
- Stephen Alston, JD, North Carolina Central University, 1981
- Cecily McDaniel, M.A., American History, Slippery Rock University; Ph.D. candidate Ohio State University
RESOLUTION

ENDORSEMENT OF THE UNIVERSITY STUDIES CURRICULUM
AND ITS IMPLEMENTATION

WHEREAS, since the spring, 2002, North Carolina A&T State University has been engaged in the comprehensive review and revision of its General Education program as part of the FUTURES “Uncompromising Excellence” vision, and

WHEREAS, the core curriculum provides the foundation for the fulfillment of the university’s academic mission to prepare students for careers in a dynamic, global, knowledge-based economy that demands life-long learning, and

WHEREAS, faculty and staff representatives from units across the University have designed a new General Education structure and curriculum—under the new name, University Studies, and

WHEREAS, the design of the University Studies Program curriculum occurred over three years and is founded on the scholarly review of best practices nationwide and on the thoughtful feedback from faculty, department chairs, and deans in campus-wide Town Hall forums, school/college meetings, and departmental discussions, and

WHEREAS, the University Studies Preamble, Learning Objectives, and Curriculum Structure enable the vision of North Carolina A&T State University to be realized by its learners and are grounded in solid educational principles, and

WHEREAS, the University has invested significant resources in curricular development,

THEREFORE, BE IT RESOLVED that the Board of Trustees of North Carolina Agricultural and Technical State University commends the faculty for their leadership and good work for the past three years and further supports their efforts to complete the full implementation of the University Studies curriculum in the fall semester of 2006.

This, the 21st day of September, 2005.

Chair of the Board of Trustees

Secretary of the Board of Trustees
During a seven-week course development project held last summer, the newly developed University Studies (UNST) program was transformed into reality. Led by Dr. Scott Simkins, more than 75 A&T faculty members representing all seven undergraduate colleges/schools worked together to develop 27 new courses for Fall 2006. The University Studies Development Project was supported by more than $250,000 in faculty development funds.

1. Cluster Courses

1A. Foundation Courses 13 credits

Foundation courses comprise the basic framework of the University Studies curriculum and focus on the four major goals of the UNST program: broad-based critical-thinking skills; effective written and oral communication of ideas; appreciation for diverse cultures; and commitment to ongoing civic engagement and social responsibility. The Foundation courses utilize active learning techniques and emphasize formative as well as summative assessment.

- UNST 100 University Experience (1) formerly - University Survival, FRST 100.
- UNST 110 Critical Writing (3) piloted in Fall 2005, Spring 2006.
- UNST 120 The Contemporary World (3) piloted in times by Spring 2006.
- UNST 130 Analytical Reasoning (3) piloting in Spring 2006.

Dr. Joseph L. Graves is Dean of University Studies. He most recently served as university core director and professor of biological sciences at Fairleigh Dickinson University. His extensive background includes teaching and administrative appointments at universities across the United States. Graves has a PhD from Wayne State University, a MS from the University of Lowell, and an AB from Oberlin College. He has also studied at the University of Michigan.

Dr. Graves has been the recipient of numerous scholarships, fellowships and other honors. He has written nearly 50 book reviews, articles, letters, and peer reviewed publications. He is the author of The Race Myth: Why We Pretend Race Exists in America and The Emperor’s New Clothes: Biological Theories of Race at the Millennium.
1B. Theme-based Courses 12 credits
Students will be required to select one cluster theme and take 12 credit hours within the same theme. Theme-based courses will emphasize interdisciplinary learning motivated by societal issues and problems, will be communications-intensive, and will emphasize formative and summative assessment. Each cluster theme will be governed by a committee consisting of faculty members from various disciplines.

2. Major specified courses At least 9 credits
Selection of these courses is left to individual degree programs provided each of these additional courses adds to or reinforces one or more of the learning objectives.

3. Capstone experience At least 3 credits
The capstone experience is a Senior level course designed and specified by individual degree programs and is consistent with the goals and objectives of the UNST program. Capstone experience may include design projects, internships, co-op experiences, foreign study, a community projects.

4. Volunteer service 50 hours
Students spend 50 hours in volunteer service, which include projects that promote service learning through participation in community service activities either on campus or in the local community. It is strongly recommended that students complete all volunteer-hour requirements in the first three years; students will not be permitted to register for the capstone course without fulfilling volunteer-hour requirements.
By August 2004, review curriculum for upper division and graduate programs and prepare for implementation of interdisciplinary and internationally-focused curricula across colleges and schools.

In August 2005, three new interdisciplinary graduate programs were implemented: Ph.D. in Leadership Studies; Ph.D. in Energy and Environmental Studies; and a M.S. in Computational Science and Engineering. (See PINNACLES of Achievement Highlights, Page 24)

As part of the “Eminent Leaders Forum,” Leadership Studies students gained insight from speakers including: Former Chief Justice Henry Frye; Former Governor James Holshouser; Dr. Timothy Rice, CEO of Moses Cone Medical Center; and Mr. Jack L. Ezzel Jr., President and CEO of Zeltech.

Engaging partners for ongoing energy and environmental research is a critical directive of the Energy and Environmental Ph.D. program. Proposals for funding currently being considered include: renewable biofuels research, remediation of contaminated sites research, and consideration for a NOAA Interdisciplinary Scientific Environmental Technology Cooperative Science Center, which received a site visit in February.

As a next step for this innovative degree program, the College of Engineering and the Division of Research and Economic Development are currently seeking approval from UNC’s General Administration to plan a doctoral program in Computational Science and Engineering.
Ph.D. in Energy and the Environment

Computational Science and Engineering First Year Students:
Front Row Kevin Broadnax, Paul Gordon, Jeremy Kearney, Emily Pitts, Marie-Line Jacques, William Mirugi, Andrew Zac-Williams
Second Row Alok Shiroliker, Edward Vick, Richard Haney, Yousif Elhassan, Christopher Chappell

Energy and Environment First Year Students:
Charla Gaskins, David Pollard, An Jin, Parakalan Krishnamachari, Dipankar Dwivedi, Timothy Victor, Mohammed Seydou, Mohammad Azharul Islam, Jian Zhang

Master of Science in Computational Science and Engineering
INNACLES of Achievement

Graduate Interdisciplinary Programs Launch

North Carolina A&T heralds the new frontier of higher education with three new interdisciplinary graduate programs. These merged disciplines offer students an unparalleled opportunity for specialization in the areas of leadership, economics, environment, engineering, and technology. Rigorous research and internships are undertaken, while enjoying close interaction with real-world scientists, engineers, and business professionals.

**Doctor of Philosophy in Leadership Studies**

The interdisciplinary Ph.D. in Leadership Studies emphasizes the importance of diversity, ethics, information technology, informed practices, and research for effective leadership in today’s competitive business world.

The program brings in eminent business leaders, recognized for their prominence and accomplishments, to provide relevant perspectives to the core curriculum. Dissertation research emphasizes activities that will accomplish two goals: increase the body of knowledge on leadership, and expand the understanding of using research as a leadership tool. The internationally known organization, Center for Creative Leadership, offers a coveted resource in enabling students to investigate current research topics in one of the largest library holdings on leadership.

MISSION: Expand the knowledge base of concepts and theories of leadership through real-world application of research and experiences.
Doctor of Energy and Environmental Studies

The Ph.D. in Energy and Environmental Studies brings students into the center of problem solving and analysis of today’s exceedingly complex challenges in the areas of energy and environment.

Innovative core courses are at the foundation of this program that integrates technical, economic, legal, and ethical considerations involved in energy and environmental problems. Hands-on laboratory pedagogy and case studies instill an environment for effective and deep learning. Courses provide students with distance education opportunities with partnering universities as well as access to cutting edge technologies. Internships in industry, consulting, or government environments foster the development of leadership skills in solving energy and environmental problems.

MISSION: Prepare the interdisciplinary leaders in global energy and environmental issues so that they may advance sustainable global economic growth.

"The problems that exist in the world today cannot be solved by the level of thinking that created them."

- Albert Einstein
Master of Science in Computational Science and Engineering

The first stand-alone Computational Science and Engineering graduate degree program in North Carolina, this program is on the forefront of establishing an entire new realm of focus and opportunities, offering three tracks including: Computational Science and Engineering; Computational Sciences; and Computational Technology.

This program combines a diverse core of curriculums in mathematics, computing, engineering, life sciences, agriculture, environment, technology, and business economics. Graduates of this program become highly versatile computational scientists, biologists, engineers, technologists, or business executives with an intricate knowledge of the various disciplines for effectively leading and interacting with scientists, engineers, and other specialists in the fields of computational concentrations.

MISSION: Impart knowledge in the use of computer-based modeling, simulation, and visualization for solving complex real-world problems in the fields of physical and biological sciences, business, engineering, and technology.
By August 2005, enroll at least 10 percent of the student population (or 1,000 students) in new interdisciplinary academic centers and programs.

- Enrolled 716 students from various disciplines into the certificate programs that include two new interdisciplinary capstone seminars approved by the Faculty Senate
- Awarded 194 seniors with the Waste Management Certificate and 11 graduate students with the Advanced Waste Management Certificate
- Enrolled 25 students in the two new interdisciplinary Ph.D. programs in Energy and Environmental Studies and Leadership Studies
- Enrolled 19 students and admitted three transfer students into the MS Computational Science and Engineering program
- Admitted 10 students to the BS Motorsports program
- Enrolled 400 students in the Honors Program and 50 in International Studies
- Admitted 100 students in the Liberal Studies degree program and graduated the first eight students from this new interdisciplinary program
- Graduated the first three candidates with Masters of School Administration degrees and the first three students with BS Criminal Justice degrees. This program integrates political science, sociology, social work, and psychology

By August 2005, each academic center and institute will establish at least two formal partnerships with industry, government, education, or community organizations. (See PINNACLES of Achievement Highlight, page 28)

- More than 40 partnerships have been formed since this initiative was directed, including new and renewed articulation agreements with universities and community colleges
Golden LEAF Partnership

Golden LEAF Foundation contributed tobacco settlement funds in order for North Carolina A&T to expand its exotic mushroom program to help farmers find alternative crops for production in North Carolina. A&T is organizing a grower’s association and training the members in business skills. This research is also attracting international attention because of the medicinal properties of mushrooms.

Leveraging Partnerships

- 2+2 Program in Geomatics with UNCG and GTCC
- Academic Strategic Partnership for the Defense Threat Reduction Agency with Penn State, University of California (San Diego), University of Florida, Florida A&M University, and New Mexico Tech
- The American Society for Quality with the College of Engineering, College of Arts and Sciences and the School of Technology to offer certificate programs in four focus areas: Foundations in Quality; Operations Management; Human Resources; and Customer Markets
- BASF’s Agriculture Division and A&T Agricultural Research Program collaboration, including edible and medicinal mushrooms, agribusiness, and sustainable development
- The Bluford Library and WORLD CAT Database of the Name Authority Cooperative Project
- Boeing partnership to develop reusable space capsules
- Center for Information Assurance Education with UNCC
- Center for Power Electronics with Virginia Tech and the University of New Mexico
- Department of Defense and multiple entities for the development of technology standards for a broad base of initiatives
• ETS Criterion writing program with the Department of English

• Fairview Medical Center in Minnesota to place A&T students for clinical experience at the Center

• The Gallup University StrengthsQuest program and the Center for Student Success

• Golden LEAF Foundation’s funding of alternative uses of tobacco farmland through mushrooms

• Greensboro’s News & Record endowed professorship and Thurgood Marshall Scholarship for personnel training, resource deployment, and classroom technology upgrades in the Department of Journalism and Mass Communications

• HUD and the School of Technology launched the Community Outreach Resource Center in Greensboro to provide computer training, construction classes, homeowner workshops, and job placement services

• Institut de Technologie Alimentair (Dakar, Senegal) and the University of Georgia with the School of Agriculture and Environmental Sciences to enhance the research capability in developing countries and the United States on the alleviation of major research constraints that limit sustainable peanut production and food delivery through an environmentally sound system

Lockheed Martin Partnership

Under a $17.4 million contract awarded to Lockheed Martin, NC A&T will be part of the team with several corporations to provide systems engineering and integrations services in support of the U.S. Navy’s Combat System Warfare Federated Tactical Systems. Under Lockheed Martin’s leadership, the team will include: General Dynamics; Electric Boat; Anteon Corporation; Progeny Systems Corporation; Gryphon Technologies, LC; ASSETT, Inc; and North Carolina A&T. The team will provide end-to-end systems engineering, development tests, integration and life cycle support for all in-service U.S. Navy submarine combat systems, as well as for systems that will be delivered to the new Virginia Class submarines.
• The Institute for Advanced Journalism Studies with DeWayne Wickham, syndicated columnist for USA Today appointed director

• License Agreement with Jarrow Formulas to access currently available probiotic supplements for better consumer health through research conducted by NC A&T’s Dr. Salam Ibrahim

• Johns Hopkins School of Nursing, A&T’s School of Nursing, and Department of Social Work to investigate health disparities

• Lockheed Martin’s Automatic Identification Technology research with the College of Engineering

• Moses-Cone Health Systems, A&T’s School of Nursing, and OCS Registered Nurse First Assistant program

• NASA’s Goddard Space Flight Center and A&T’s Physics Department continued a partnership in space science. Collaborations include national laboratories and universities here and abroad, e.g., the University of Marseilles and Addis Ababa University

• National Center for Engineering and Technology Education, headquartered at Utah State University, making North Carolina A&T one of nine regional locations

• National Institute of Aerospace with University of Virginia, Virginia Tech, NC State University, Georgia Tech, University of Maryland, and the American Institute of Aeronautics and Astronautics

• National Science Foundation (NSF) STC for Environmentally Responsible Solvents and Processes with North Carolina State University, University of North Carolina-Chapel Hill, University of Texas, and Georgia Tech

• National Resource Conservation Service (NCRS) to relocate one of only three national resource centers and remote sensing labs to Greensboro
• New Horizons Computer Center to offer Microsoft computer certification and software training

• North Carolina Louis Stokes Alliance for Minority Participation

• North Carolina Rural Economic Development Center and the Department of Agribusiness, Applied Economics and Agriscience joined with the International Trade Center to develop an Institute for Rural Entrepreneurship to stimulate and support the development of micro, small and medium-sized enterprises in North Carolina’s 85 rural counties

• NSF Chemical-Mechanical-Electrical Nano Manufacturing Center with the University of Illinois and Caltech

• Online 2+2 partnership with 18 North Carolina community colleges to offer the AAS horticultural technology, turf grass technology, or landscape gardening, the first of its kind in the nation in agricultural education

• Peace Corps Masters International Program with the School of Agriculture and Environmental Sciences to give graduate students in agriscience education, international trade, and agricultural economics the opportunity to combine academic course work with practical field experience and international activities

• Tractel Training Solutions and the School of Technology have partnered to offer specialized safety and rescue training, including industry certification to workers in the telecommunications industry

• Trans Tech Pharma to perform pharmacokinetics studies

• USDA Agricultural Research Program in conjunction with the N.C. Sustainable Energy Association to develop efficient techniques for converting corn stover into ethanol and hydrogen fuels

• U.S. Navy-funded project for Homeland Security under the Center for Nanoscience and Nanomaterials (CNN)
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 500 students)

- Organized engineering students exchanges between the College of Engineering and two Brazilian Universities (Universidade Federal de Rio de Janeiro and Universidade Federal de Juiz de Fora) through a project funded by the U.S. Department of Education

- Organized the Collaborative Workshop on Aerospace Research and Education with the University of Science and Technology for engineering faculty in Kumasi, Ghana

- Secured a supplemental National Science Foundation Summer Language Studies grant to develop collaborative engineering and foreign language programs with A&T partner institutions and the Global Education for European Engineers and Entrepreneurs (GE4) organization

- Clinical Nursing partnership with Johns Hopkins University School of Nursing resulted in summer experiences for A&T nursing students in Sweden and Australia

- Fostered relations with the University of Cape Town to bring Maxwell Rani to campus as an artist-in-resident in dance through the Department of Visual and Performing Arts

- Facilitated education abroad experiences for 25 students in New Zealand, Mexico, Spain, Brazil, Scotland, Finland, Kenya, Japan, Sweden, Australia, France, and India
• Placed four students at Omsk State University in Russia

• Brought four exchange students to A&T from Brazil and Mexico

• Placed A&T’s first graduating student with a degree in Industrial Engineering at the Congress Bundestag Youth Exchange Program in Germany for a year of intense German language immersion and practical work experience

• Supported the visit of two A&T administrators to China as members of the Extended Sino-American Leadership Training Program (EXSALT) organized by the American Association of State Colleges and Universities

• Partnered with UNCG’s International Programs Center to host two Chinese university administrators from Gansu Agricultural University and Nanjing Medical University on behalf of the UNC system

• Three faculty members in the Global Studies Certificate Program were awarded ExxonMobil HBCU Faculty Awards to participate in the Council for International Educational Exchange and International Faculty Development Seminars in India, Belgium, and Colombia/Venezuela

• Scholarships were awarded to two A&T students for the Leadership Institute at the University of the Virgin Islands with Dr. Chi Anyansi-Archibong who lectured at the Institute

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

• Two have been instituted: Leadership Studies; and Energy and Environmental Studies
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.

**STRATEGIES INCLUDE:**

- 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 successful transition to an interdisciplinary model and developing programs to eradicate or minimize these barriers;

- Coordinating the integration of existing and new interdisciplinary programs into academic programs and research activities;

- Insuring adequate resources for the judicious use of technology;

- Stimulating scholarly activity to increase both the volume of activity and projects and the number of faculty members participating in interdisciplinary research; and

- Promoting community partnerships with industrial, governmental, and educational organizations.
By August 2002, administrators will collaborate with faculty and staff to implement programming that addresses cultural transformation and facilitates leadership development, communication, collaborative skill development, and professionalism. At least two leadership programs for staff and two programs for faculty and administrators will be held annually.

Human Resources now offers "Aggie Basics" to help faculty and staff learn more about procedures and minimize legal issues.

The Aggie Institute for Visionary Leadership will be offered to an inaugural class of up to 50 faculty and staff in five day-long sessions that will include personality and leadership strength inventories as well as sessions on Foundations of Leadership; Understanding the Aggie Culture, Vision, Mission, and History; Changes in Higher Education; Ethics, Integrity, and Responsibility; Servant Leadership; Strategies to Enhance Communication; Understanding Organizations and Communication; Conflict Resolution; Effective Negotiation; Power & Influence through Communication; Building Critical Thinking Skills; Effective Written Communications; Effective Oral Communications; Financial Concepts; Building Effective Teams; Strategic Planning; The Leader as a Change Agent; Understanding and Embracing Change; Linking Planning and Decision Making; Institutional Effectiveness; and Maintaining the Work / Life Balance.

The Academy of Teaching and Learning sponsors New Faculty "Lunch and Learn" sessions, summer workshops, and the annual Teaching Showcase.
By August 2002, establish a university-wide policy on faculty joint appointment.

By August 2003, establish a university-wide policy on the joint administration of interdisciplinary academic programs.

The university-wide Council on Interdisciplinary Programs appointed by the Provost in August 2003 is responsible for developing policies and procedures regarding interdisciplinary programs. An outcome will be the publication of a policy and procedures manual.

By August 2003, enhance the Tech Transfer Office to support scholarly research and productivity.

The Office of Technology Transfer and Commercialization was renamed the Office of Outreach and Technology Transfer to better reflect its commitment to successfully educating faculty and students on intellectual property development, protection and policies to enhance the value of innovations in the University portfolio. The Office is aggressively marketing the University’s 13 issued patents and 12 pending patents in its industry portfolio. Invention disclosures for fiscal year 2005 were 16, surpassing the 11 disclosures for the previous year.

By August 2003, collaborate with faculty, staff, and students to establish a comprehensive information technology and telecommunications plan.
By August 2004, create, implement and refine recognition and reward programs for faculty and staff who successfully collaborate in interdisciplinary learning, discovery, and engagement.

Initiated Distinguished University Professorships. Two were awarded: Dr. Celestine A. Ntuen, Industrial Engineering, and Dr. Jagannathan Sankar, Mechanical Engineering.

Recognized outstanding teachers at the College / School Level as well as outstanding researchers at the University level, i.e., Rookie of the Year, Dr. Yaohang Li, who was also recognized by Oak Ridge National Laboratories with the 2005 Ralph E. Powe Junior Faculty Enhancement Award in Math and Computer Science; Outstanding Young Investigator Award, Dr. Ipek Goktepe; and Senior Researchers Award, Dr. Ajit Kelkar.

Awarded 75 stipends to faculty to develop 27 new courses for University Studies.

Recognized the interdisciplinary research activities of two faculty members, Dr. Shamsuddin Ilias and Dr. Ajit D. Kelkar by appointing them to the status of Research Professor in the College of Engineering.
By August 2005, implement the comprehensive information technology and telecommunications plan.

Revised the strategic plan to specify 10 themes including: governance, infrastructure, enterprise data content, partnerships, funding, professional growth and development, service, assessment, communication, and awards and recognition.

Added hardware and software to upgrade and improve capability and functioning of network, including security enhancements and implementation of the Banner Advancement module for the Division of Development and University Relations; Banner Registration Manager, and WebFOCUS.

Strengthened strategic partnerships with key vendors such as Cisco, Computer Associations, IBM, Oracle, SCT, and Blackboard.


A&T finished the installation of its high-definition television studio, the only one of its kind on the East Coast.
INNACLES of Achievement

Getting Connected with Aggie LAWN

As students and faculty returned to campus in August 2005, they were welcomed with the added connectivity of Aggie LAWN, the Local Area Wireless Network that enables students, faculty, staff, and guests with laptops or PDAs to wirelessly connect to the A&T network anytime, day or night. Aggie LAWN represents a significant expansion of computing services and provides a platform for faculty and students to augment and even transform their teaching and learning practices. Wireless computing also provides increased capability for administrative work. For example, many of the computers used during the Fall registration were wireless laptops that allowed mobility and increased security for the registration process. Aggie LAWN is a secure network that only registered users can access. Wireless security requires all users to go through a registration process and to purchase a special wireless access card available in the Campus Bookstore for those computers not already equipped with wireless access.

The Wireless Aggie LAWN project was implemented by the Division of Information Technology and Telecommunications in less than 6 months.
Provide superior, readily available student services and programs that recognize and respond to diverse student needs.

**STRATEGIES INCLUDE:**

- Providing integrated curricular and co-curricular activities fostering the development of intellectual, cognitive, social, personal, and physical competencies;
- Providing integrated student services; and
- Conducting assessment of student needs and activities.
By January 2003, implement feedback and response mechanisms to ensure student involvement in the implementation of this Blueprint.

By August 2003, compose and ask students to enter into an Aggie Pride Compact that reflects the University’s core values.

By August 2003, expand seminars that enhance the intellectual, cognitive, social, personal, and physical competencies of students.

The Division of Student Affairs continues to expand Leadership Development and Safety Conferences.

The College of Engineering initiated Aggie Engineers Toastmasters Club.

The College of Engineering formed an association for dual degree students to promote social and interpersonal development of students pursuing 3+2 programs in engineering.

The Division of Information Technology and Telecommunications offered 51 computer classes in Computer Fundamentals; Excel I, II, and III; FrontPage I and II; iNotes; PowerPoint I and II; and Word I, II and III. 376 students attended.
The School of Education selected 23 students to participate in the People-to-People Ambassador Program in Washington DC, three to participate in the summer session in Los Angeles and Denver, and one student to participate in the Southern Education Foundation’s Education Summer Youth Leadership Initiative.

The Center for Student Success implemented ASPIRE: a Pilot Learning Community with 29 students; 26 of these students completed the Fall 2004 semester in good academic standing; six made the Deans’ List.

UNC in Washington Program placed three A&T students in the inaugural class for summer 2005. Students worked and studied in the nation’s capital serving as interns at the Australian Embassy, the NAACP Washington Bureau, and the POW/MIA Office.

By August 2003, centralize academic class scheduling. ✍

By August 2003, automate student housing administration and management. ✍

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.

This year the Center for Student Success implemented a new Advising Excellence Workshop Series to provide University academic advisors with training crucial to student success.
M I D - T E R M

By August 2004, establish 24-hour access to all services affecting student matriculation, including the library, registration, housing, dining, health, and financial processes.

24-hour access continues to expand on a revised schedule. Recommendations for further services for the creation of a student recreation center and student information center with 24-hour access are being implemented.

By August 2005, surpass the previously established enrollment goal of 10,000 students.

By August 2005, enhance programming in all University housing that focuses on quality of life issues and building life skills.

The Division of Student Affairs added additional programming and a full schedule of enhanced themed and living/learning residential life programming. Topics included Time Management; Managing your Finances; and Opportunities for International Learning Experiences.

By August 2007, increase the five-year graduation rate by fifteen percent.

By August 2007, attain the benchmark position for the UNC student satisfaction survey.
INNACLES of Achievement

Aggies Care: The Katrina Assistance Fund

A&T students, faculty, and staff mounted a campaign to assist the victims of Hurricane Katrina. During the fall semester, 39 students were identified from the three most affected states. Three times each semester, the entire A&T family has been asked to fill the Aggie trailer with supplies to be delivered to the disaster recovery areas. A&T’s ROTC units coordinated the collections with ROTC units at Southern University to distribute the contents. Bottled water drives yielded two trailers full of bottled water that were delivered to the area. On the first Friday of each month, every Aggie on campus was asked to give up the cost of one soft drink or at least $1.00 to the Aggies Care Fund. The first Friday of each month was designated as Dollars for Katrina Day in Aggieland. Contributions were also collected for pets victimized by Katrina. To date contributions have exceeded $30,000.

Thirty A&T students spent their 2006 Spring Break participating in clean-up efforts in the stricken region.

The donations to The Katrina Assistance Fund were in addition to the more than $127,000 collected from Aggie faculty, staff, and students for the Statewide Employees Combined Campaign.
Enhance and diversify the University’s resource base through effective fundraising, entrepreneurial initiatives, enhanced facilities, and sponsored research programs.

STRATEGIES INCLUDE:

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

The master plan is reviewed monthly, and updates are provided on all construction projects at http://fac.ncat.edu/engineer.

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

On October 9, 2002, a $100,000,000 capital campaign was unveiled. To-date, $79 million has been raised.

By July 2003, develop a five-year strategy to increase overall University resources by 50 percent.
By August 2004, establish a research initiative fund.

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

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

- The construction of Aggie Suites and Pride Hall by the A&T Foundation, Inc. has increased residential facilities available to students by 50%.

- The A&T Foundation, Inc., has added $64 million for construction projects on campus.

- The A&T Foundation, Inc. completed its long-awaited Alumni/Foundation Event Center.

- Endowments have grown 50%.

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

- The Victory Club has committed more than $1.6 million to A&T’s intercollegiate athletic program over the next five years.

- The Aggie Club has increased membership and support for the intercollegiate athletic program giving over $100,000 annually.
INNACLES of Achievement

Trading Floor Reality

The School of Business and Economics will open a state-of-the-art, 30-seat, financial trading room in Craig Hall in August 2006. Faculty members will use the trading room to engage students in team-based and individual study of the processes associated with financial decision-making. Students will gain new opportunities to apply theoretical concepts in a "learn-by-doing" environment. Students will develop demonstrable skills and competitive competencies as a result of this experiential-based venue. As students interact with global currency fluctuations and cultural responses to data, their sense of a "global economy" will expand from theory to reality.

Center for Entrepreneurship and e-Business

Under the directorship of Dr. Thaddeus McEwen, School of Business and Economics, the Interdisciplinary Center for Entrepreneurship and e-Business (ICEEB) is dedicated to developing the entrepreneurial spirit at North Carolina A&T State University. The ICEEB provides academic and experiential learning experiences for students interested in individual or corporate entrepreneurship, and for local entrepreneurs interested in improving their businesses. ICEEB is a joint project of the School of Business and Economics, the School of Agriculture and Environmental Sciences, and the School of Technology. Located in the School of Business and Economics, the center collaborates with various schools and colleges to offer students the Certificate in Entrepreneurship, an Entrepreneurship Mentoring Program, a Virtual Incubator, a Business Plan Competition, the Entrepreneurial Internship, and a Lecture Series. For more information, visit http://www.ncat.edu/~iceeb.

GOALS & OBJECTIVES ARE:

• To promote and foster entrepreneurship as a career option.
• To provide opportunities for student to meet and work with practicing entrepreneurs.
• To increase students' participation in area of e-business.
• To encourage and support experiential learning in entrepreneurship.
• To facilitate collaboration with community organizations to strengthen minority business.
• To encourage and support research in entrepreneurship and e-business.
INNACLES of Achievement

Projects Completed Since 2000

North Carolina A&T has been building on its success throughout the campus, thanks to North Carolina voters and innovative partnerships with the NC A&T Foundation, Inc. and others. Numerous new facilities have been constructed on property acquired through the North Carolina Bond Project’s land acquisition phase.

- Aggie Suites
- Aggie Village Complex
- A&T Farm New Construction: Dairy Unit, Poultry Unit, Research Building and Storage Facility
- Campus Security Lighting
- Cooper Hall Renovation
- Corbett Sports Center Renovation
- Crosby Hall Renovation
- Dudley Hall Renovation
- Electrical Distribution-Phase I
- General Classroom Building
- Haley Hall Renovation
- Harrison Auditorium Renovation
- Hazardous Waste Facility
- Holland Hall Renovation
- Joseph and Kathlean Bryan Fitness Wellness Center
- Merrick Hall Renovation
- Morrison Hall Renovation
- Moore Gym Office Swing Space
- New Greenhouse
- New Science Building
- Pride Hall
- Renovation of C.H. Moore Facility
- Robeson Theatre Renovation
- Steam Line Replacement
- Olympic-quality track
- Ward Hall Renovation
- Williams Cafeteria Renovation and Expansion
- Video Scoreboard in Aggie Stadium
- Zoe Barbee Hall Renovation
By August 2006, increase the endowment fund by 50 percent.

The goal to increase the existing University endowment of $11 million by an additional $5.5 million has been met. The University's endowment fund now totals $17.2 million.

Planned giving will increase the scholarship endowments by another $12 million.

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

For the fiscal year 2004-2005, the Division of Research and Economic Development recorded $35.5 million in research funding. In addition, Agricultural Extension funds boost the funding total to $41.3 million.

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

A steady increase has been realized in alumni giving. The percentage in 2000 was 7.5%; in 2004 was at 11%; and in 2005 was 15%.

In 2005, cash gifts from alumni surpassed the $1 million mark, representing the first time this level of giving has been reached in one year.
The Institute for Advanced Journalism Studies and its director DeWayne Wickham relocated to A&T in 2005 from Maryland. Wickham, a columnist for USA Today and Garnett News Service, has also worked as an analyst for CBS News, a reporter for The Evening Sun and The Sun of Baltimore, a Capitol Hill correspondent for the U.S. News & World Report, and a contributing editor for Black Enterprise magazine.

The Institute’s first event at NC A&T titled “The Fourth Estate and Blacks” featured a session entitled “The O.J. Simpson Trial 10 Years Later: The Media’s Role” featuring moderator Charles Ogletree, Harvard University, and panelists: Chris Darden, former Los Angeles County prosecutor; Norma Johnson, criminologist and former victims’ rights advocate; Dave Gascon, former Los Angeles police department spokesperson; and Shawn Chapman Holley, attorney, The Cochran firm. Other sessions included “Blacks in the White House Press Corps: Does Race matter?” moderated by Arthur Fennell, managing editor and anchor, CNN/Comcast with panelists: April Ryan, American Urban Radio Networks; Sonya Ross, The Associated Press; Kevin Merida, The Washington Post; and William Douglas, Knight Ridder Newspapers. The final sessions of the event were hosted by actor Tim Reid and examined Black images in the media of comedies, documentaries, and movie making.

The Institute for Public Health named a director in August, 2005. James J. Gooch, business consultant and retired corporate executive, will lead in the establishment of A&T’s newest interdisciplinary center. Gooch’s early professional years were spent in medical
technology and epidemiology. He retired from a 24-year management career with DuPont where his last position was Director of Business and Bioelectronics for DuPont iTechnologies in Research Triangle Park, NC. An alumnus of A&T, Gooch earned his master's degree and doctorate in public health from the University of Michigan-Ann Arbor. He also holds certificates from the American College of Epidemiology, the National Registry of Microbiologists and the State of North Carolina.

- The University hosted its first Aggieland Festival of Lights featuring live performances and over one million lights donated by General Electric.

One of Only Two!
North Carolina A&T was officially named by the Carnegie Foundation for the Advancement of Teaching as a Research University - High Activity. This category is one of three new classifications announced by Carnegie for doctoral/research intensive universities. The classifications now include "Research University - Very High Research Activity;" "Research University - High Activity;" and "Doctoral/Research Intensive." A&T is one of only three HBCUs in the country and one of only two UNC campuses to achieve this ranking. The research index rankings are based primarily on research activity; research and development expenditures in science and engineering; science and engineering research staff; and conferral of doctoral degrees.
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ABOUT JOSEPH HOLSTON

As NC A&T’s first artist in residence, Joseph Holston put his talents and cubist abstractionistic style to create the mural, Graduation, displayed on campus in the Alumni / Foundation Event Center.

With a fine arts career spanning over thirty years, Holston is a critically acclaimed artist who has exhibited at the Washington County Museum of Fine Art in Hagerstown, Maryland; the Butler Institute of American Art in Youngstown, Ohio; the Smithsonian Institution’s Anacostia Museum, Washington, D.C.; the Fort Worth Museum of Fine Art, Texas; the Afro-American Museum, Philadelphia; the Arts Program Gallery at the University of Maryland University College; the University of North Carolina at Chapel Hill; Delaware State University; the APEX Museum, Atlanta, Georgia; the Visual Arts Center of Northwest Florida; and the DuSable Museum, Chicago. He has lectured at a variety of universities around the country, and his works are included in numerous museum, institution and private collections.