



NORTH CAROLINA AGRICULTURAL  
AND TECHNICAL STATE UNIVERSITY

A&T PREMINENCE 2020: *Embracing Our Past,  
Creating Our Future*  
2013 ANNUAL REPORT CARD





## MESSAGE FROM THE CHANCELLOR

**TWO YEARS AGO**, North Carolina Agricultural and Technical State University adopted and announced a specific set of goals to strategically position the university for excellence. We named the plan A&T Preeminence 2020. While we still have a long way to go, I am pleased to report that we are off to a great start.

The plan has been rooted in the university's vision to be recognized as a preeminent land-grant university and an institution of choice for high-achieving students, as well as the university's mission to be committed to exemplary teaching, learning, scholarly yet creative research and effective engagement and public service.

To assure Preeminence 2020 is properly aligned with N.C. A&T's vision and mission, the core values of learning, excellence, integrity, creativity, engagement and service were identified and made the cornerstone of the six goals that were set to measure our success.

Since the 2011 announcement, A&T has been working to implement strategies to make these goals a part of our daily routine. Accomplishments and accolades in the 2012-13 academic year have jump-started our progress on the road to preeminence by the year 2020 in the areas of academic affairs, student affairs, research and all points in between.

In the last year:

- N.C. A&T (A&T) has ranked No. 3 among The University of North Carolina system's 17 member institutions in research funding since 2005.
- The College of Engineering (COE) continues to be a leading producer of African American engineers—No. 1 in the nation at the B.S. degree level and No. 1 in the nation in the number of B.S. degrees awarded to African American female engineers.
- U.S. News & World Report ranked the COE in the top third of the Best Undergraduate Engineering Programs and Best Engineering Schools at the graduate level. A&T is ranked among the nation's top fourth historically black colleges and universities (HBCUs).
- AffordableCollegesOnline.com ranked A&T No. 7 of 35 colleges for a return of investment (ROI) of 561,200.
- The Triangle Business Journal reported that A&T ranked No. 4 overall in the highest starting salaries for graduates of all North Carolina universities with an average starting salary at \$44,600.
- A&T made the Forbes Online Top American Colleges list, ranking at No. 194 (out of 600 institutions) among research universities and at No. 124 in the South.
- For the second consecutive year, A&T has been ranked No. 2 in the nation in Social Mobility by Washington Monthly Magazine.
- The Online College Database ranked A&T among the top five schools for future service members in the state of North Carolina.
- A&T signed an agreement with Greensboro-based American Language Academy (ALA) in a cooperative effort by both institutions to recruit more international students to study on their campuses.
- For the fourth consecutive year, the School of Agriculture and Environmental Sciences—the largest school of agriculture among the nation's HBCUs—brought in more than \$20 million in research grant funding.
- Diverse: Issues in Higher Education magazine's Top 100 list ranks A&T's undergraduate and graduate programs at No. 1.
- The North Carolina A&T Blue and Gold Marching Machine opened the 2012 Macy's Thanksgiving Day Parade®, under the leadership of Dr. Kenneth Ruff.
- The men's basketball team finished the year 20-17 overall, winning the 2013 MEAC Tournament Championship and making its first appearance in the NCAA Tournament since 1995.

While all of these accomplishments are to be celebrated, if we are to be successful by the measurements outlined in A&T Preeminence 2020 by our deadline, the university cannot afford to rest on its laurels. To stay on track for 2020, the university is

# no. 1

**in the nation in the number of B.S. degrees awarded to African American female engineers**

faced with shoring up the aforementioned shortfalls while working strategically to complete the tasks ahead for the 2013-14 academic year.

We have outlined six strategic priorities that include student success; non-traditional students; fund-raising, marketing and communications; operational efficiency; workforce development; and community engagement, to help us stay the course on our journey to preeminence. With higher education facing significant social, economic and global challenges, making these plans a reality will prepare our students and faculty to meet those challenges head on.

Take a moment to view this report, which explains in great detail the progress that has been made as well as the areas in the greatest need of improvement. As we recommit ourselves to this standard of excellence, we ask that you, our constituents, stay the course with us in the coming years as we continue to monitor our progress, measure our success and purposefully adapt to change when unforeseen circumstances require a course correction. A&T Preeminence 2020 is not the vision of an individual – it is our vision for North Carolina A&T State University and we need you to be a part of it. It is our responsibility. It is our legacy. And it is our destiny.

I look forward to sharing this journey with you.

*With Aggie Pride,*

Dr. Harold L. Martin Sr., Chancellor

## VISION

North Carolina A&T State University will be recognized as a preeminent land-grant university and the institution of choice for high-achieving students who are inspired by outstanding teaching and learning, civic engagement, transformative research, and creative scholarship to solve societal challenges.

## MISSION

North Carolina Agricultural and Technical State University is a public, doctoral/research, 1890 land-grant university, committed to exemplary teaching and learning, scholarly and creative research, and effective engagement and public service. The university offers degrees at the baccalaureate, master's and doctoral levels and has a commitment to excellence in a comprehensive range of academic disciplines. Our unique legacy and educational philosophy provide students with a broad range of experiences that foster transformation and leadership for a dynamic and global society.



## CORE VALUES

### LEARNING

We embrace a culture that enriches the learning experience, enhances critical thinking, and promotes a desire for lifelong personal development.

### EXCELLENCE

We pursue excellence in all our endeavors.

### INTEGRITY

We demonstrate high moral character and ethical behavior.

### RESPECT

We are an inclusive community that values differences in perspectives, ideas, learning styles and cultures.

### CREATIVITY

We foster an innovative environment that encourages the rich exchange of ideas, services and resources.

### ENGAGEMENT

We develop vital partnerships that impact the social and environmental challenges of regional, national and global communities.

### SERVICE

We proactively respond to the needs of those we serve.



### Goal 1 Accomplishments in 2012-13

Two new graduate programs received approval: (1) the Ph.D. in Rehabilitation Counseling and Counselor Education and (2) the Master of Science in Agricultural and Environmental Systems. The School of Education received \$1 million from U.S. Department of Education to support the doctoral program and its students over a five-year period.

A new community college leadership track in the Leadership Studies Ph.D. Program was approved.

The Center for Distance Learning received exemption status from 25 states to offer distance learning courses and programs in their state.

Compared to the fall semester of 2011, doctoral student enrollment increased 7 percent to 253 students in 2012, and the master's degree program increased 4 percent with an enrollment of 1,460.

Three new programs were approved for online delivery: (1) B.S. in Geomatics, (2) Postbaccalaureate Certificate in Occupational Safety and Health, and (3) Postbaccalaureate Certificate in Family and Consumer Sciences.

The Department of Accounting's Beta Alpha Psi Chapter extended its state record 28-year run as Superior Chapter in the national organization.

For the seventh consecutive year, the N.C. A&T Student Chapter of the Society of Human Resource Management (SHRM) has earned the Superior Merit Award—the highest recognition from SHRM National.

The Department of Human Performance and Leisure Studies (HPLS) implemented a newly approved M.S. in Sport Administration concentration.

One hundred twenty-two student-athletes earned Dean's List honors; nine maintained perfect 4.0 GPAs.

Completed the design for a collaborative learning space, in partnership with Bluford Library.

Implemented Microsoft Expression encoding software to better facilitate Skype, WebEx, and GotoMeeting technologies for receiving and transmitting classes, seminars and professional interviews

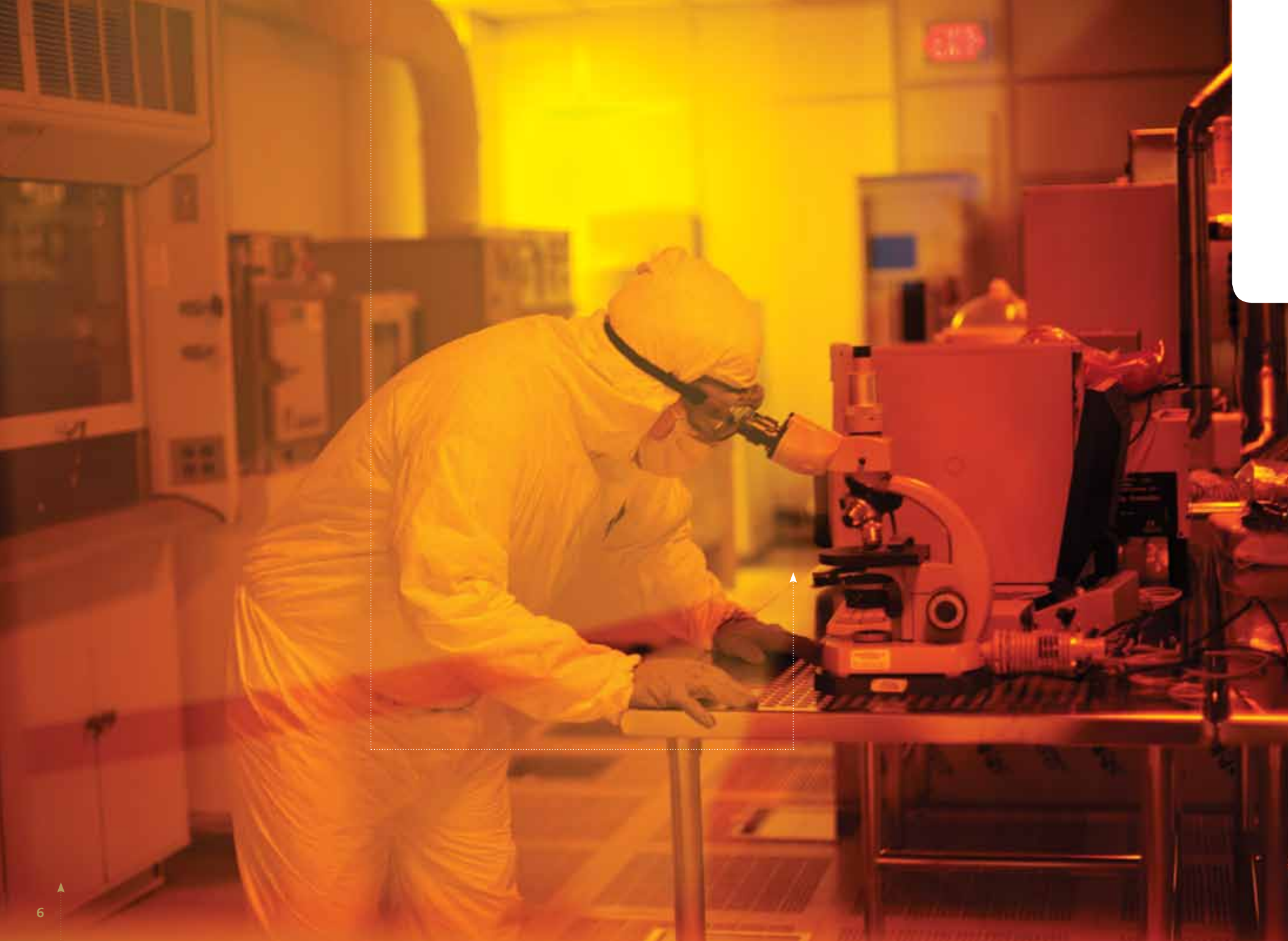
## GOALS AND STRATEGIES

# 2

NEW GRADUATE PROGRAMS APPROVED

## GOAL 1: *Create an intellectual climate that encourages the creative exchange of ideas and increases the quality of the professional environment.*

- A.** Instill a passion for academic excellence and lifelong learning by creating a learning-centered environment with dynamic intellectual exchange.
- B.** Enhance the quality of the faculty and staff through aggressive recruitment and continuing support of talented leaders in their disciplines.
- C.** Enhance the student experience through faculty-student interaction, distinctive co-curricular activities, engaging undergraduates in research activities, and expanding high quality living-learning communities through the use of effective instructional technologies.
- D.** Create a stimulating, discovery-driven academic environment that provides financial support to attract graduate students who are competitive at leading research institutions.
- E.** Maintain an environment that upholds ethical values, honor, respect and integrity.
- F.** Recruit and retain gifted students by providing an academically challenging environment.
- G.** Enhance intellectual environment through creative use of physical and virtual space.



80,100.75

HOURS OF COMMUNITY AND VOLUNTEER SERVICE COMPLETED BY UNDERGRADUATE STUDENTS

### Goal 2 Accomplishments 2012-13

North Carolina Agricultural and Technical State University (N.C. A&T) has earned reaffirmation of accreditation of the overall university by the SACS Commission on Colleges, as well as accreditation for other departments, schools and colleges by their respective accreditation agencies.

Civil engineering professor, Dr. Ellie Fini (pictured on page 10), was named to the Triad Business Journal's 40 Leaders Under Forty.

The Department of Human Development and Services (HDSV) offered professional state conferences on family counseling, a national conference on rehabilitation counseling, and a regional summit on trauma.

Registered through Civic and Service Education, undergraduate students completed a total of 80,100.75 hours of community and volunteer service in the Greensboro/Triad area. The economic impact on the community (based on National Value of Volunteer Time) for service provided is approximately \$1,773,436.

Faculty produced 453 refereed journal articles, 142 non-refereed articles, 631 conference proceedings, 22 books and 62 book chapters.

Dr. Stephanie Luster-Teasley, associate professor with a joint appointment in the Department of Civil, Architectural and Environmental Engineering and the Department of Chemical, Biomedical and Bioengineering, was N.C. A&T's recipient of the 2013 Excellence in Teaching Award presented by the Board of Governors of the 17-campus University of North Carolina system.

## GOAL 2: *Commit to excellence in teaching, research, public service and engagement.*

- A.** Create and sustain a culture that supports teaching excellence across all academic units.
- B.** Develop university-wide systems to encourage and promote nationally-recognized faculty achievements in teaching, research, and public service.
- C.** Provide greater support for faculty development opportunities to enhance innovative instructional methods, course design, and curricular development.
- D.** Increase recognition of institutional quality and distinction among top research universities.
- E.** Enhance faculty use of systems to effectively monitor student progress and facilitate early interventions to improve academic excellence.
- F.** Strengthen the educational impact of international opportunities and experiences for university students, faculty, and staff.

# \$56.7m

SPONSORED FUNDING OF RESEARCH GENERATED BY DORED AND FACULTY

## Goal 3 Accomplishments 2012-13

Three new centers were established: (1) the GSK STEM Center for Active Learning, with a gift of \$1.76 million from GlaxoSmithKline; (2) the Center for Outreach in Aging and Community Health, with a gift of \$1 million from Merck; and (3) the Center for Behavioral Health and Wellness, with Title III support.

The Master of Science in Information Technology degree program was ranked 18th by U.S. News and World Report for online graduate computer information technology programs.

Two U.S. and one U.K. patents were earned this academic year, with two notices of U.S. patents to be issued in FY2014.

Dr. Debasish Kuila, Department of Chemistry, in collaboration with other university partners, received a \$5 million award (\$1 million per year) from the National Science Foundation (NSF) to establish a CREST Center in Biofuels.

Dr. Salil Desai, associate professor in the Department of Industrial and Systems Engineering (ISE), developed a process to be used in regenerative medicine to support tissue scaffolding, and was awarded a patent for the process.

DORED and faculty generated 198 awards—115 new and 83 continuing—totaling \$56.7 million in sponsored funding of research that aligned with the university's strategic goals.

Expanded partnerships in the life sciences to target National Institutes of Health (NIH) funding.

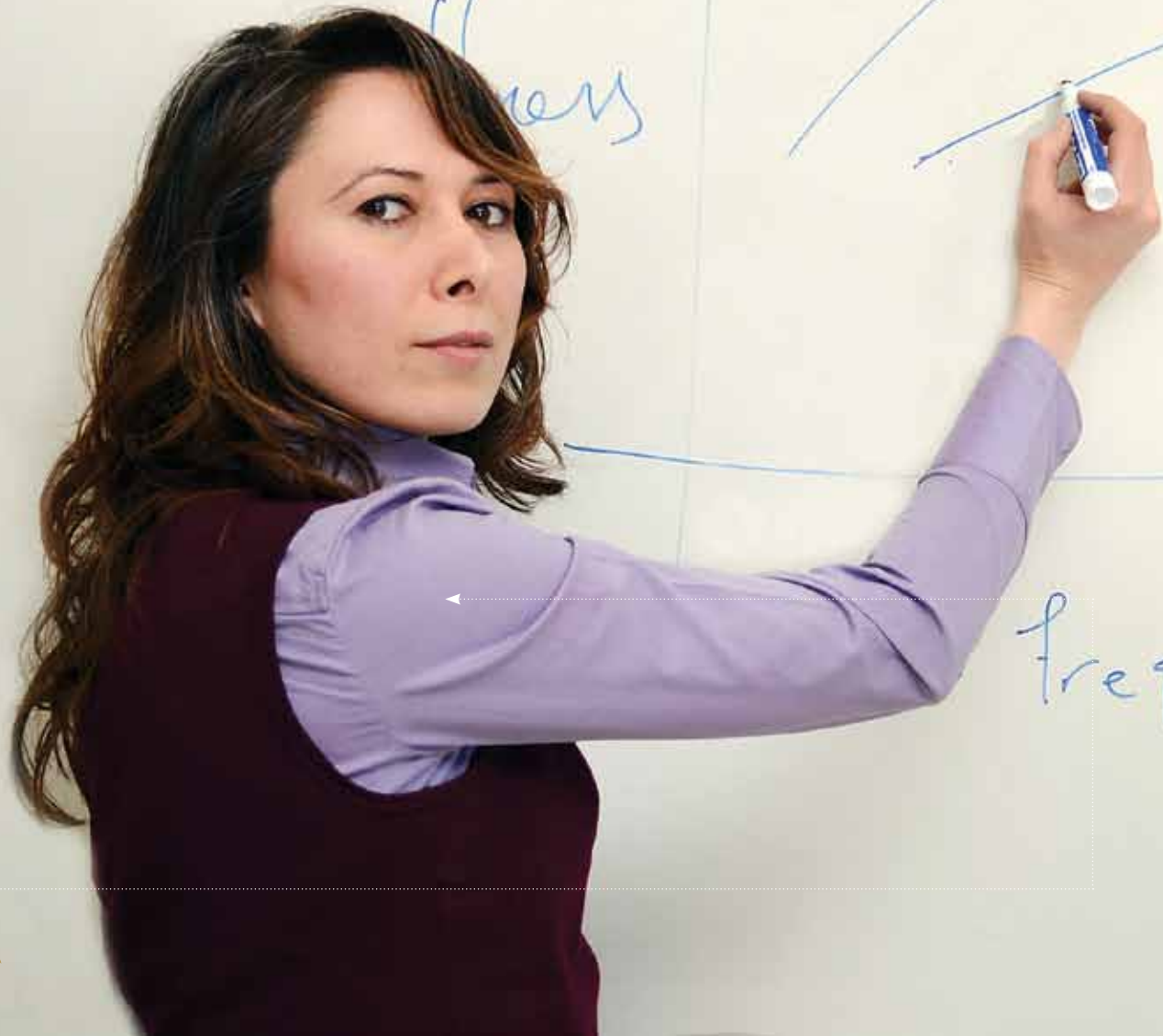
Faculty continued research collaborations with institutions in the United States Canada, and in countries across Europe, Asia and Africa.

The university offers STEM-based Ph.D. programs in nanoengineering, computational science engineering, mechanical engineering, electrical engineering, industrial and systems engineering, and energy and environmental systems.

## GOAL 3: *Position the university to be a national, premier research-intensive, doctoral, science and technology-focused learning institution.*

- A.** Enhance and develop new relationships with research funding entities to broaden the university's research portfolio and increase related funding.
- B.** Expand the breadth of faculty and student involvement in funded research.
- C.** Enhance and leverage the active engagement of faculty technology transfer and translational research.
- D.** Promote a vigorous STEM-oriented academic environment and increase the number of students entering STEM careers.
- E.** Strengthen the capacity and quality of STEM-oriented graduate/professional degree programs and the number of overall graduate student enrollment.





no. 1

BIO-ADHESIVE ALLIANCE - WINNERS OF THE CHARLOTTE VENTURE CHALLENGE

Goal 4 Accomplishments 2012-13

Bio-Adhesive Alliance, a company that turns pig waste into eco-friendly asphalt glue, won the grand prize at the Charlotte Venture Challenge.

The Marketing Program's sales concentration was recognized among the Top University Sales Programs, which are recognized for preparing students for professional selling careers and placing top talent in professional selling roles.

The 2006 Nobel Peace Prize winner and founder of the microcredit concept, Professor Muhammad Yunus, was the keynote speaker for the North Carolina Social Business Conference where college student teams from across the state were challenged to develop business solutions to pressing local and state issues. The conference was organized in collaboration with the University of North Carolina General Administration and hosted by North Carolina A&T State University.

Workshops for farmers were organized by students and staff of the mushroom program on mushroom production across the state of North Carolina. The Department of Natural Resources also partnered with the N.C. Mushroom Growers' Association to support and promote research on edible and medicinal mushrooms, as well as adoption of new technologies on mushroom production, and has contracted with Green Acres of America (a North Carolina-based company) to provide 130,000 shiitake fruiting blocks per year for indoor production.

## GOAL 4: *Embrace an entrepreneurial spirit that intentionally engages university and community partners to expand economic development and civic engagement.*

- A.** Become a driver of regional revitalization in economic development, health, education, culture, and civic quality.
- B.** Actively participate and leverage the intellectual portfolio of the university to facilitate capacity building within local communities, and to create replicable models for long-term growth.
- C.** Become a recognized regional leader to support critical clusters related to biological, life, and environmental sciences in the Piedmont Triad technology corridor.
- D.** Create programs that support educational credentialing of adult workers.
- E.** Engage in research, teaching, and community outreach activities that strengthen programs for K-12 education in the region.
- F.** Strengthen strategic relationships with community colleges and other educational partners.
- G.** Encourage support and recognize the high-quality, interdisciplinary entrepreneurial endeavors of students, faculty, staff and administrators.



100+  
STUDENTS STUDIED ABROAD

Goal 5 Accomplishments 2012-13

**GOAL 5:** Foster a more diverse and inclusive campus community by promoting cultural awareness, collegiality, and by cultivating respect for diverse people and cultures.

- A.** Encourage the development of programs that demonstrate the value of varied global perspectives and supports international collaborations, research alliances and partnerships.
- B.** Graduate our students with global credentials through experiences abroad, international studies, and domestic and international internships.
- C.** Develop curricula that impart global relevance in a manner that increases knowledge of people, cultures and nations.
- D.** Exhibit and enhance educational and workplace practices that exemplify an acceptance of differences in the heritage and beliefs of others, and supports opportunities to achieve professional and personal goals.

Emmanuel Johnson, a senior computer engineering major, received a Fulbright Scholarship, becoming the university's first student Fulbright Scholar. The award affords Johnson the opportunity to pursue a one-year master's degree in robotics at the University of Birmingham (United Kingdom) where his work will focus on global perspectives of robotics.

More than 100 students studied abroad in approximately 22 countries.

The Scholars Latino Initiative Program (SLI) was recognized by the North Carolina Association of International Educators for exemplary and unique international programming.

During the academic year, the university enrolled 80 international students—including one Fulbright Scholar and eight exchange students—from 46 different countries.



## Goal 6 Accomplishments 2012-13

Initiated a comprehensive, university-wide faculty salary equity analysis.

Implemented electronic workflow in Aggie Mart to initiate temporary employment requests, eliminating a paper-driven process and increasing the efficiency with which approvals for SPA temporary appointments can be submitted and approved.

Initiated the implementation of a university-wide system upgrade to PeopleAdmin that will reengineer business processes for position management and applicant tracking.

The Center for Distance Learning received exemption status from 25 states to offer distance learning courses and programs in their state.

N.C. A&T increased its recycling rate from 10 percent to 24 percent, through focused student engagement.

Another year was completed with no audit findings for the university.

The University Police Department was affirmed for accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA). It was the department's third award.

Collaborated with the Center for Academic Excellence and Institutional Research to facilitate the participation of N.C. A&T in the Open Academic Analytics Initiative (OAAI) Marist College Grant proposal that was supported by the EDUCAUSE Next Generation Learning Challenges program and funded by the Bill and Melinda Gates Foundation.

Launched the university's first mobile application, NCAT Connect.

Implemented Microsoft Expression encoding software to better facilitate Skype, WebEx, and GotoMeeting technologies for receiving and transmitting classes, seminars and professional interviews

Provided training for the SPA Grievance Committee and University Tribunal (new committees), Student Affairs/Housing Residence Assistants (FERPA and other matters), Center for Academic Excellence (threat assessment), Faculty Senate (shared governance under the UNC code) and Student Government Association (new officers). Also worked with the deans of the College of Arts and Sciences and College of Engineering to provide training for their respective department chairs.

The university broke ground for the construction of a new student health center.

Counseling Services received a four-year accreditation (2013-2017) from the International Association of Counseling Services, Inc. (IACS).

Sebastian Health Center was reaccredited for a three-year period by the Accreditation Association for Ambulatory Health Care, Inc. (AAAHC). The health center also received a two-year licensure from the Commission on Office Laboratory Accreditation (COLA).

Raised more than \$10 million through gifts and pledges.

Launched a university-wide marketing and branding assessment.

14%  
INCREASE IN RECYCLING RATE

## GOAL 6: *Achieve excellence in academic and operational effectiveness and efficiency.*

- A.** Enhance institutional research to facilitate effective data-driven decisions, with dash board measurements for tracking performance.
- B.** Enhance and expand the performance-based management system for faculty, staff, and student employees.
- C.** Utilize best practices and technological enhancements to improve program effectiveness and efficiency.
- D.** Develop and implement transparent and consistent policies to enhance the recruitment, retention, and graduation of students.
- E.** Improve front-line capabilities to fulfill University's commitment to quality service and responsiveness.
- F.** Enact processes to create an environment that is accessible and welcoming to students, staff, faculty, retirees, alumni and the greater community.



# SCORECARD 2013

For the academic year July 1, 2012 to June 30, 2013

		NC A&T (2010)	NC A&T (2012)*	GOAL 2020	BOG PEERS MEAN	UNC PEERS MEAN	SELF- ASSESSMENT
<b>ENROLLMENT</b>	Fall Enrollment (Headcount)	10,795	10,636	13,500	14,055	23,872	■
	Undergraduate	9,151	8,923	10,000	11,239	18,786	■
	Graduate	1,644	1,713	3,500	2,816	5,086	■
	Master's	1,338	1,460	3,000	3,500	3,399	■
	Doctoral	204	253	500	1,200	673	■
	New Freshmen—Average SAT	895	906	1,040	1,036	1,039	■
	New Freshmen—Average ACT	19	19	22	22	21	■
	New Freshmen—Average High School GPA	3.04	3.25	3.4	3.24	3.60	■
New Transfer Enrollment	419	409	1,500	1,009	1,759	■	
<b>RESEARCH AND DEVELOPMENT</b>	Contract and Grants Award Dollars (millions)	\$60.14	\$56.7	\$85.00	-	\$43.71	■
	Number of New U.S. Patents and Licenses Based on NC A&T Research Per Year	1	2	14	-	-	■
	Royalties Per Year (thousands)	\$1.70	0	\$250.0	-	-	■
<b>STUDENT SUCCESS</b>	First-Year Retention Rate	72.0%	73.6%*	85.0%	73.9%	78.6%	■
	Four-Year Graduation Rate	15.0%	20.2%	35.0%	18.9%	28.4%	■
	Six-Year Graduation Rate	38.0%	42.2%	55.0%	44.4%	54.9%	■
	Number of Renowned Scholars (Marshall, Fulbright, Rhodes, etc.)	0	8	5	-	-	■
	Number of National Fellowships	0	3	5	-	-	■
	Degrees Awarded by Fiscal Year	1,726	1,673*	2,700	2,481	4,618	■
	Bachelor's	1,349	1,286*	2,000	1,737	3,305	■
	Master's	356	358*	645	640	1,195	■
Doctorates	21	29*	55	40	86	■	
STEM Disciplines	397	531*	500	530	501	■	
<b>ATHLETIC SUCCESS</b>	Number of MEAC Championships	0	1	5	NA	NA	■
	Graduation Success Rates for Athletes	50.0%	56%	65.0%	63.3%	76.6%	■
<b>FINANCIAL RESOURCES</b>	Endowment Market Value (millions)	\$24.01	\$34.0	\$75.0	\$61.23	\$131.02	■
	Alumni Participation Rate	-	8.8%	-	-	20%	-
<b>HUMAN CAPITAL (Faculty and Staff Recognition)</b>	Number of Members in National Academies	0	12	2	-	-	■
	Number of Members Receiving National and International Awards	2	27	8	-	-	■
	Number of Endowed Professorships	4	10	8	-	-	■
	Highly Cited [faculty] Staff [scholarly works cited by more than 200 peers]	0	41	10	-	-	■
<b>RANKING AND RECOGNITION</b>	U.S. News Best College—Overall Rank (national universities)	Unranked	Not Published	1 <sup>st</sup> Tier	2 <sup>nd</sup> Tier	1 <sup>st</sup> Tier	-
	U.S. News Best College—Historically Black Colleges and Universities Rank	12	11	Top 5	NA	NA	■
<b>DIVERSITY</b>	Student Demographic—Percent African American	87%	85.4%	70%	28%	21%	■
	Student Demographic—Percent Non-African American	13%	14.6%	30%	72%	79%	■

NA Not Applicable  
- Not Available

■ Above Target  
■ On Target  
■ Much Work Needed

\* 2011-2012 data; 2012-2013 data not yet available

North Carolina Agricultural and Technical State University is an AA/EEO employer and an ADA compliant institution.

1,500 copies of this public document were printed at a cost of \$4,433.50, or \$2.955 per copy.



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