December 2009 marked the end of the period covered by a strategic plan for North Carolina Central University that was adopted by the North Carolina Central University Board of Trustees in June 2004. As the faculty, staff and administration of the university prepare NCCU 2020, a new strategic plan covering the next 10 years, the time is appropriate for a summary of what was achieved under the plan for 2004-09.

The 5½-year period covered by the 2004-09 Strategic Plan was one of significant growth and progress for the university. Enrollment grew by 11 percent, and the number of graduates rose even faster. U.S. News & World Report listed the university as the nation’s top public HBCU. The National Jurist magazine declared the School of Law to be the Best Value Law School in the nation two years in a row. And evidence mounted that an institution historically noted for its liberal arts is emerging as a center of important scientific research.

The 2004-09 Strategic Plan was the culmination of work begun in 2001 by a group that included faculty, students, administrators, community representatives, alumni and friends of the university. It contained these goals:

**TEACHING, LEARNING, AND RESEARCH**
Sustain excellent, innovative teaching, learning and research in an environment grounded in intellectual discovery and community service.

**DEGREE PROGRAMS**
Enhance the rigor and relevance of existing degree programs while developing new programs to meet the evolving needs of society.

**ENROLLMENT EMPHASIS**
Build upon NCCU’s history of addressing the needs of underserved groups through innovative outreach efforts and effective retention strategies.

**FINANCIAL SUPPORT**
Systematically increase public and private financial support and expand collaborative partnerships.

**INTERNATIONAL DIMENSIONS**
Increase NCCU’s participation and presence locally, nationally and internationally to enhance the University’s image.

**INFORMATION TECHNOLOGY**
Promote the use of integrated information technology in academic and administrative functions.

**FACILITIES**
Ensure that appropriate facilities are available in requisite quality and quantity.

**CONTINUOUS IMPROVEMENT**
Implement a University-wide Continuous Improvement Process to promote efficiency and effectiveness.

This report presents a summary of our efforts to reach those goals. The accomplishments are grouped in the areas of Teaching and Learning, Student Success, Research and Discovery, Access and Opportunity, Outreach and Partnerships, Continuous Improvement, and Resource Development.
Teaching and Learning

The strategic plan reaffirmed NCCU’s commitment to providing the highest standards in teaching. The university implemented annual faculty development workshops to promote innovation and new strategies in teaching. The Center for University Teaching and Learning developed a New Faculty Orientation Program to provide support and information on registration, advising and Banner Services. In an effort to retain outstanding faculty, salaries for full-time tenure-track faculty were adjusted to the 80th percentile of faculty at peer institutions. The Lyceum Program and seminars at individual departments, schools and colleges focused on hosting noted scholars and engaging speakers. These efforts increased the number of invited academicians and intellectuals to offer presentations on campus and stimulate discussions in various academic disciplines.

ACCOMPLISHMENTS

• NCCU was selected as the No. 1 public HBCU in the country in U.S. News & World Report’s 2009 rankings.

• The National Jurist magazine ranked NCCU’s Law School as the Best Value Law School in the nation.

• The university successfully completed SACS reaccreditation.

• A director of accreditation position was created to oversee all accreditation efforts. Nineteen academic disciplines were reaffirmed or gained accreditation from their professional organizations.

• The SACS Quality Enhancement Plan titled “Communicating to Succeed” was developed.

• Online tutorials were created for various technology applications used to support teaching and learning.

• A Faculty Fellows Program was created to provide support and consultation on best practices in teaching and learning.

• The Center for University Teaching and Learning increased the number of Faculty Development workshops and webinars by more than 50%.

• The number of endowed professorships rose from five in 2004 to nine in 2009.

Our faculty create an adaptable, supportive, and innovative learning environment that promotes intellectual curiosity, critical thinking, and a commitment to public service.

Janice Harper
Assistant Vice Chancellor, University Programs

178% Increase in “SMART” CLASSROOMS

“SMART” CLASSROOMS

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Student Success
The university’s plan to improve retention and graduation rates included creation of a Retention Management Team to oversee and manage all retention efforts and initiatives. The Comprehensive Achievement Support and Enhancement (CASE) Center was established to facilitate academic, personal and professional growth. An early warning system was developed to notify students after four weeks of classes if they are performing below a C grade level. Student Success plans are developed between students and faculty to assist undergraduates in improving their academic performance. Each academic department also is expected to consistently monitor enrollment and graduation performance. Some retention challenges remain. The freshman-to-sophomore retention rate improved to 76.9 percent for 2008-09 from 69.7 percent the previous year, but the 2008-09 rate was little changed from that of 2004-05.

Once students are enrolled, we work very hard to support them and to ensure their success. NCCU does not adopt a sink-or-swim attitude.

Bernice Johnson
Dean, University College

ACCOMPLISHMENTS
• The number of students graduating rose faster than enrollment. In 2008–09, the university graduated 19 percent more students than in 2004–05. Enrollment rose just 11 percent from 2004–09.
• A Plan for Improving Student Success, Retention, and Graduation Rates was developed and implemented.
• Eight pilot programs focused on improving retention and graduation rates were implemented in 2006.
• All academic programs developed Retention Plans.

19% Increase in GRADUATING STUDENTS

• In summer 2008, a restructured University College brought an intensified emphasis on successful transition to college life for new students, and focused on providing strong support for freshmen, sophomores and transfer students.

• Learning Communities were established for Aspiring Eagles and the University Honors Program.

11% Increase in UNIVERSITY ENROLLMENT
“In the newly created Division of Graduate Education and research, we are driven by the premise that the university is in continuous pursuit of excellence.”

Hazell Reed
Vice Chancellor, Graduate Education and Research

Research and Discovery
The university has two major research centers. The Julius L. Chambers Biomedical/Biotechnology Research Institute (BBRI) is focused on the advancement of knowledge of human diseases, with particular emphasis on those that disproportionately affect minority groups. The Biomanufacturing Research Institute and Technology Enterprise (BRITE) develops new and better treatments and cures for genetic and acquired diseases, and prepares students for the careers in the field of Pharmaceutical Sciences. The BBRI has significantly increased the number of Research Project Grants (known as RO1 grants) from the National Institutes of Health received by the university. To strengthen the emphasis on research and discovery, a new Division of Graduate Education and Research was established.

ACCOMPLISHMENTS
- The Division of Graduate Education and Research was created, and a new Vice Chancellor was hired in January 2009 to lead it.
- BRITE was created to train the next generation of biotechnology scientists to support North Carolina’s booming biotech industry. Its new building opened in 2008.
- The NCCU-Wake Forest University Biomedical Sciences BRIDGE Partnership was established to prepare M.S. students in the Department of Biology at NCCU to pursue Ph.D. training at Wake Forest.
- The Faculty Research and Mentoring Award was established in May 2009.
- Clinical and Research Faculty Guidelines were established and approved.
- A Postdoctoral Program was established at the BBRI.
- An Office of Research Compliance was established in 2009.

R01 GRANTS RECEIVED FROM 2004-2009

<table>
<thead>
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<th>Institute</th>
<th>Amount</th>
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<tr>
<td>BRITE</td>
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Access and Opportunity

Total enrollment rose 11 percent during the 2004–2009 period. The number of undergraduate, graduate, and transfer students increased, as did the number of first-generation students. Agreements were developed with community colleges to recruit transfer students, and an improved advisement program was implemented. In fall 2009, the university enrolled its largest freshman class ever, 30 percent larger than the 2008 class.

The university established goals and objectives for departments, schools and colleges to enable them to gain accreditation from their specific accrediting agencies. Nineteen academic programs were reaffirmed or gained accreditation from their professional organizations. New degree programs that mirrored the UNC Tomorrow Recommendations were developed.

“NCCU offers affordable, high-quality academic programs and services that are supported by educational leaders who are dedicated to student success from matriculation to graduation.”

Sharon Oliver
Associate Vice Chancellor, Enrollment Management

73% Increase in DISTANCE EDUCATION COURSES

ACCOMPLISHMENTS

- Online course offerings increased by 31 percent from 2004-2007.
- Six new master’s degree programs were approved and established — in physics, computer and information sciences, social work, pharmaceutical sciences, jazz studies and an executive program in public administration.
- Eight new Distance Learning Degree Programs were approved and implemented.
- Undergraduate programs were established in ethnomusicology, hospitality and tourism, and elementary education K-6 and middle grades.
- Graduate programs were established in computer and information science, instructional design, and communication disorders, as well as a new executive program in public administration.
Financial Support

Despite the recession that began in 2007, this was a period of significant progress in strengthening the University’s economic foundation. The number of annual alumni donors nearly doubled from 2004 to 2009. The amount raised from alumni rose dramatically from 2004 to 2008, before falling back a bit in 2009 because of the recession. The University has placed a heightened emphasis on raising major gifts. And it has begun a concerted outreach effort among older alumni.

ACCOMPLISHMENTS

• The number of donors in 2009 was 94 percent above the 2004 level.

• The amount raised from alumni rose from $474,733 in 2004 to $1,283,095 in 2008.

• The number of endowed professorships rose from five in 2004 to nine in 2009.

• The University received two supplemental grants totaling $3.8 million from the state’s Golden LEAF Foundation in 2005 and 2006 to provide for completion of the Biomanufacturing Research Institute and Technology Enterprise (BRITE) building and to equip its labs.

• As part of its focus on raising Major Gifts, the University redefined the term. A Major Gift is now one of $25,000 or more, compared with $10,000 previously.

• With an eye toward the future, the University has stepped up its efforts to engage older alumni, especially members of the Society of Golden Eagles — graduates from 50 or more years ago. They are encouraged to keep NCCU in mind in their estate planning.

“Our ability to develop and sustain enduring relationships, particularly with alumni, will have a positive impact on private fundraising at NCCU.”

LaTanya Afolayan
Vice Chancellor, Institutional Advancement
Outreach and Partnerships
“Truth and Service” is not just the university’s motto. It is a core value in the classroom and for experiential learning opportunities for students. The commitment to service is demonstrated by the undergraduate graduation requirement of 120 community/service learning hours. The Academic Community Service Learning Program (ACSLP) coordinates much of this service. After an external review, a plan was developed to improve ACSLP’s operations and a new director was hired to implement the changes.

In recognition of its outreach and service efforts, NCCU has received two prestigious national awards: the Carnegie Foundation for the Advancement of Teaching’s designation as a “Community Engagement Institution,” and a place on the President’s Higher Education Community Service Honor Roll, for two consecutive years.

Through our outreach and partnerships with Durham Public Schools and other community agencies, NCCU has demonstrated that our motto is truly embedded in all aspects of the university community. Our efforts have positively impacted student achievement, reduced the potential for middle-grade students to drop out, and increased parental involvement in education.

Chena Flood
Director, University-School Partnerships (USTEP)

ACCOMPLISHMENTS

• NCCU was awarded the Carnegie Foundation’s designation as a “Community Engagement Institution” in the categories of curriculum engagement and outreach/partnerships.

• The University was awarded the “President’s Higher Education Community Service Honor Roll with Distinction” for two consecutive years.

• With Student U in the School of Education providing financial support and faculty expertise, NCCU students served as teachers and mentors to local public school students in a program that received the Non-Profit of the Year for Durham award from the Chamber of Commerce.

• The Office of Sponsored Research and Programs contracted with InfoEd International and COS to give faculty members access to databases for grant opportunities.
Students are NCCU’s primary customers. Our goal is student success. Student satisfaction impacts all educational outcomes from recruitment to retention through graduation. If students are satisfied and feel welcome, they will remain, they will graduate, they will encourage other students to attend and they will give back to their institution.

Judith Bell
Director, Quality Service Initiative (QSI)

Continuous Improvement and Resource Development

In 2007, the Chancellor identified continuous quality improvement as one of his top priorities, and the university established the Quality Service Initiative (QSI). QSI’s focus is to create a respectful, responsive and encouraging environment for students, faculty and staff that will lead to greater retention and graduation rates. QSI has provided an organizational focus on customer satisfaction, teamwork, and leadership within all NCCU functions. Individual and team action plans have been implemented to improve processes and delivery of services.

The Chancellor’s Cabinet was reorganized to include the participation of vice chancellors, deans, assistant vice chancellors, and key directors. A budget committee was created to ensure transparency and discussion related to the university budget. The Physical Plant staff and administration developed cycles for maintenance of buildings and grounds that resulted in improvement in the appearance of the campus.

ACCOMPLISHMENTS

- QSI has: Implemented the QSI Web site; developed and offered both classroom and Web-based courses; created a central communication device, “NCCU Listens,” that allows customers to have their complaints, compliments, questions, and concerns addressed promptly by a decision-maker; and implemented a customer comment program, “Strive for Five.”

- The University Master Plan was revised and approved by the Board of Trustees in 2008.

- Renovation projects were completed for Pearson Cafeteria and Rush, Annie Day, Eagleson, and Baynes residence halls.


- The Golden Leaf BRITE facility opened in fall 2008.

- Campus beautification projects were completed in fall 2009.