

Executive Summary

North Carolina Central University

Strategic Plan 2004-09

June 30, 2004

Chancellor James H. Ammons began his tenure by guiding the development of a shared vision of future success for North Carolina Central University, building upon the Institution's *legacy of leadership*. In his Installation Address on April 2, 2002, Chancellor Ammons articulated eight major components of this shared vision and, shortly thereafter, he gave impetus to the process, which would yield the first comprehensive, inclusive strategic plan for North Carolina Central University. This strategic plan is intended to provide the operational roadmap for assuring the realization of the Institution's shared vision for continuing the *legacy of leadership* into its second centennial. The strategic plan is intended to engage students, faculty, staff, alumni and other stakeholders in a process of continually achieving and improving the highest standards of educational effectiveness and community service. The strategic plan aims to reinforce NCCU's renowned reputation for excellence, while maintaining and building upon its tradition of outreach to African-Americans and other historically underserved populations.

To achieve the ambitious shared vision, in September 2001 Chancellor Ammons appointed a Strategic Planning Task Force to develop and coordinate the implementation of an impactful, broad-based strategic plan for NCCU. This Task Force was co-chaired by the Provost and Vice Chancellor for Academic Affairs and by the Chair of the Faculty Senate. The Task Force coordinated twelve (12) committees and included over two hundred (200) faculty members, students, administrators, staff, community representatives, alumni, and friends of the University. These committees analyzed and assessed major external influences and campus-based realities. They examined major external forces: economic, social, technological, political, legal, demographic, and environmental. In addition, these committees evaluated the University's strengths, weaknesses and collective core values. Subsequently, numerous presentations and discussions were held in faculty and staff meetings as well as a day long forum which included alumni and other leaders from the business, political, educational and geographically contiguous communities. This process has yielded a strategic plan that builds a framework for action to achieve our vision of building upon and enhancing the *legacy of leadership* at North Carolina Central University.

The Strategic Planning Task Force continued its work through an Executive Committee, which operated through the 2003-04 academic year. A few highlights are as follows:

The Strategic Planning Task Force as well as the various committees held hearings, met with focus groups, and/or administered surveys.

The Task Force reviewed and revised the University's Mission Statement; most notably to include the need to more effectively serve constituents by including selected doctoral programs among the degree offerings.

In response to discussions with faculty, students and staff, the Task Force developed a statement of six (6) shared "Core Values."

The Task Force created a web site for posting of comments by Task Force members who had not been directly involved in refining various vision statements. The web site continued to be available throughout the process for feedback and communication from any University or community member.

As of May 2003, faculty members received draft copies of the Strategic Plan at the University Faculty Meetings for review and comments. They were provided with the web site address posting any recommendations and concerns for the Executive Committee's review.

During the Spring and Summer of 2003 The Strategic Plan was presented and discussed at the Chancellor's Cabinet and at the Academic Affairs retreats. The Executive Committee incorporated the suggestions and recommendations.

On August 18 –19, 2003: The overall strategic plan was presented to the faculty and staff during the annual Faculty and Staff Institute for review and feedback. Their comments were reviewed by the Executive Committee and many were incorporated in the strategic plan.

On September 11, 2003, a student forum on the strategic plan was held, co-sponsored by the NCCU Student Government Association.

On October 15, 2003, a series of Focus Group meetings designed to obtain external partner input on the NCCU Strategic Plan was held in the School of Education. The groups provided valuable comments and suggestions regarding the strategic plan. Among other things, this series of meetings resulted in the reduction of the number of goals from eleven major goals to eight major goals, by combining related categories.

The Executive Committee planned for the definitive execution of the plan by explicitly delineating specific objectives, venues of responsibility, time frames and other operational details.

Additional feedback on the document was solicited at various University forum activities throughout the academic year. As a result of all of the research and deliberations over the last three years, the process has assured full participation as we work to achieve our vision for groundbreaking achievements within and beyond the twenty-first century.

As indicated in the foregoing summary background, the statements of Mission, Vision, and Core Values have played an integral part in the development of the goals.

Mission

North Carolina Central University is a comprehensive university offering programs at the baccalaureate, master's, and selected professional levels. It is the nation's first public liberal arts institution founded for African Americans. The university maintains a strong liberal arts tradition and a commitment to academic excellence in a diverse educational and cultural environment. It seeks to encourage intellectual productivity and to enhance the academic and professional skills of its students and faculty.

The mission of the university is to prepare students academically and professionally to become leaders prepared to advance the consciousness of social responsibility in a diverse, global society. The university will serve its traditional clientele of African American students; it will also expand its commitment to meet the educational needs of a student body that is diverse in race and other socioeconomic attributes.

Teaching, supported by research, is the primary focus of the university. As a part of that focus, the university encourages its faculty to pursue intellectual development and rewards effective teaching and research. The university recognizes, however, the mutually reinforcing impact of scholarship and service on effective teaching and learning. North Carolina Central University, therefore, encourages and expects faculty and students to engage in scholarly, creative, and service activities which benefit the community.

Vision

Recognized as one of the nation's leading institutions for academic excellence in a diverse cultural and education environment.

The Six Core Values

Excellence in Teaching, Research, Scholarship, and Creativity
Access to Education and Effective Development Opportunities
Promotion of Citizenship, Service, and Social Justice
Appreciation of and Respect for Diverse Perspectives
Superb Customer Service
Commitment to Life Long - Learning

From these guiding principles, the goals of the Strategic Plan are anchored.

The Eight Strategic Goals

1. Sustain excellent, innovative teaching, learning, and research, in an environment grounded in intellectual discovery and community service.

The quality of the learning environment is a fundamental measure of the success of any institution of higher learning. At North Carolina Central University, we reaffirm our commitment to providing the highest standards in teaching, research, and service, consistent with our mission. In achieving those standards, we offer rigorous and relevant instruction, supported by widely recognized scholarly contributions. Acknowledging that research is essential to sustaining excellent teaching, we - individually and collectively - promote intellectual discovery and productivity throughout the faculty ranks. Also, to engage our students and prepare them for leadership in their chosen endeavors, we commit to the use of technology and other innovative pedagogy. We understand the importance of innovation to make students competitive and to maintain the qualifications of faculty and staff. Moreover, we affirm the importance of learning opportunities both within and beyond the classroom setting and the links between the two. NCCU's pioneering and pace setting role in academic service learning means that we already have a firm basis for leading our students to even higher achievements and to sustaining our role as a model for other universities. Thus, we commit to sustaining excellent, innovative teaching, learning, and research in an environment grounded in intellectual discovery and community service.

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

The community of scholars at North Carolina Central University is committed to the highest standards in preparing students academically and professionally to meet the needs of our rapidly changing, increasingly interdependent global community. Renowned and relevant academic programs are essential for NCCU to continue contributing to the resources and growth of the state of North Carolina and beyond. Rigorous degree programs produce competitive graduates. Building upon our highly valued legacy as an outstanding public liberal arts institution of higher education for African-Americans, we strive to continually strengthen our existing programs and to expand our curricula offerings to address the new emerging socio-economic issues confronting our state and nation. We, at NCCU are determined to contribute to a strong role for North Carolina in the global economy and to the understanding of wider global issues. NCCU is also committed to expanding our offering of graduate degree programs, to include the offering of selected doctoral programs to help remedy the woeful under representation of women and minorities at the highest educational levels.

3. Build upon the University's history of addressing the needs of underserved groups through innovative outreach efforts and effective retention strategies.

As the nation's first public liberal arts institution for African-Americans, North Carolina Central University has historically epitomized opportunity for access and equity. While increasingly attracting students from the highest levels of academic achievement and preparedness, we commit to the still relevant legacy of serving the historically disenfranchised and currently underrepresented populations. This perspective is important to the fulfillment of our University's mission to provide "a diverse educational and cultural environment." We devote special outreach and recruitment efforts to African-Americans and other minorities, to economically disadvantaged communities as well as to part-time and other non-traditional students. Moreover, as we continue to "raise the bar" of excellence to better prepare our students for success in an increasingly competitive global socio-economy, we commit to providing effective academic support and retention services. Our efforts are focused upon continually improving an environment that encourages successful learning outcomes, academic performance and preparation for civic contributions and professional leadership. This goal fosters enrichment for our campus, our state, our nation and world citizenry, where diversity is appreciated, and people are able to work with and understand the perspectives of persons from other cultures.

4. Systematically increase public and private financial support and expand collaborative partnerships.

Adequate funding is crucial to the success of all of the goals. Continuing erosion in state budgetary constraints especially point up the need to develop diverse and extensive additional sources of funding. As a result, we will seek to build our funded endowment to \$50 million and significantly increase the proportion of our total non-state budget, in part through increases in grants and sponsored research funding. Alumni support is another critical element in assuring an adequate resource base for NCCU. Moreover, given our strategic location in the Research Triangle Park and the advantages of synergism, we will expand our alliances and partnerships with businesses and other educational institutions. We will develop and activate formal partnership agreements with K-12 school districts and articulation agreements with community colleges. Innovation in the process of meeting society's needs will be a part of the development of specific campaigns and projects for the financial support of educational and service contributions by NCCU students, faculty and staff.

5. Increase NCCU's participation and presence locally, nationally, and internationally to enhance the University's image and impact.

To achieve our vision of national recognition and renown, North Carolina Central University is committed to strengthening our contributions to research of impact and other visible contributions to problem solving on a global level. Along with developing new degree programs and strengthening current ones, concerted attention will be paid to comprehensive local, statewide, regional and international initiatives. We will invest in the infrastructure that will allow NCCU to interact with and respond to our stakeholders on a regular and timely basis. We will devote time and other resources to interacting more frequently and more effectively with a wider range of key constituents and irrefutably demonstrate the value of the expertise and energy that abound at NCCU. We will internationalize our campus and expand opportunities for our faculty and students to travel and study abroad.

6. Promote the use of integrated information technology in academic and administrative functions.

The technological revolution has expanded both the opportunities and challenges for the creation, management, and communication of information -- vital elements throughout the work of the academy. In order to be competitive, our graduates must be able to incorporate the skills of information technology. The University's administrative and academic units must also be able to make optimal use of technology for increased efficiency and effectiveness. We must, therefore, provide access, support and training to integrate appropriate technology throughout the University.

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

As the University expands, the availability of appropriate facilities in sufficient quality and quantity is critical. The recruitment and retention of students, faculty, and staff are affected by the state of the facilities. Facilities are also important factors for all who visit the campus, for a lasting impression and a concept of the University's image may stem from a single visit. We must anticipate growth and provide facilities conducive to learning and academic maturation. We must ensure that facilities are adequately maintained and that they contribute to the beauty of our campus and, more importantly, to the effectiveness of our academic programs.

8. Implement a University-Wide Continuous Improvement Process to promote efficiency and effectiveness.

As economic, social, and political forces continue to demand higher quality and greater accountability in colleges and universities, an institutionalized continuous improvement process will allow North Carolina Central to become proactive in ensuring that all the units continue to operate efficiently and effectively. The University's Office of Strategic Planning and Continuous Improvement will provide the comprehensive mechanism to guide the campus improvement process and oversee the regular and frequent review of access, development, implementation and evaluation of University policies and procedures. Attainment of a campus culture focused upon the goal of continuous improvement helps to assure NCCU's *legacy of leadership* and promotes our vision of even greater renown and recognition.

North Carolina Central University
Strategic Plan 2004 -09: Achieving the Goals
July 16, 2004

Goal 1
Teaching, Learning, and Research

Sustain excellent, innovative teaching, learning, and research in an environment grounded in intellectual discovery and community service.

The quality of the learning environment is a fundamental measure of the success of any institution of higher learning. At North Carolina Central University, we re-affirm our commitment to providing an effective and commendable learning environment through the highest standards in teaching, research, and service, consistent with our mission. In achieving those standards in the context of offering undergraduate, graduate and professional degree programs, we offer rigorous and relevant instruction, supported by widely recognized scholarly contributions. Acknowledging that research is essential to sustaining excellent teaching, we - individually and collectively – promote intellectual discovery and productivity throughout the faculty ranks.

Furthermore, to engage our students and prepare them for leadership in their chosen endeavors, we commit to the appropriate and adequate use of technology and other innovative pedagogy. We understand that innovation, especially in an age of great technological advances, must accompany all endeavors in order to make students competitive and, also, to maintain the qualifications of faculty and staff to perform at requisite standards. Moreover, we affirm the importance of learning opportunities both within and beyond the classroom setting and the links between the two. NCCU's pioneering and pace setting role in academic service learning means that we already have a firm basis for leading our students to even higher achievements and to sustaining our role as a model for other universities. Thus, we commit to *sustaining excellent, innovative teaching, learning, and research in an environment grounded in intellectual discovery and community service.*

Objective 1.1

Promote and sustain high quality and innovative teaching through implementation of technology throughout the curriculum:

- (1) All courses will be web-enhanced and the majority of courses will be web-assisted.
- (2) Seminars or workshops to promote the enhancement of instructional technology will be offered at least monthly by the Center for University Teaching and Learning.
- (3) Mini-grant programs and other incentives will be developed and supported to encourage the implementation of technology.
- (4) Grants will be written to external funders to provide additional hardware and software as well as support for technology training for faculty, staff and students.
- (5) Students will develop proficiency in the utilization of technology appropriate to their degree programs, consistent with current accreditation standards for the discipline.
- (6) Each faculty member will be provided with, at a minimum, a computer and access to appropriate software to support the implementation of technology in the relevant courses.
- (7) Develop a web page to inform faculty, students and staff about opportunities for professional development for innovative teaching with technology, including appropriate links to external organizations.

Objective 1.2

Enhance the intellectual climate by providing the necessary infrastructure, resources and activities that will stimulate intellectual development and research.

- (1) Institutional guidelines will be developed to allow faculty release time for research.
- (2) Each Department will include an invited practitioner (speaker or performance) series to provide exposure to and stimulate discussions of the relevant issues in the discipline.
- (3) Develop a Division of Research to include, among other functions, an enhanced Office of Sponsored Research Programs to encourage, support and reward research productivity.
- (4) Increase the support, publicity and rewards structure for faculty and student research by developing and promoting research outlets and recognition activities.
- (5) At least eighty (80%) of full-time faculty will be actively engaged in research and other scholarly pursuits and contributions.
- (6) Develop an annual series of seminars and other events to engage and showcase endowed professors to the entire campus community.
- (7) Expand, more effectively market, and record the Lyceum Series.
- (8) Develop a history (book) of NCCU and include that text and associated media as part of the faculty and student orientation processes.
- (9) Develop an annual biotechnology symposium to highlight the contributions made by NCCU towards advancing to the socio-economic priorities of the state.
- (10) Develop centers and institutes to promote scholarly activities that build expertise for addressing the societal issues that significantly impact NCCU's constituents.

Objective 1.3 *Promote and sustain a high standard of quality that will support an innovative learning environment*

- (1) Disseminate the University's Mission Statement, Vision Statement and list of Shared Values so that they are highly visible in each building.
- (2) Develop and support instructional and student activities that explicitly engage students in learning and incorporating the University's Mission, Vision and Core Values
- (3) Update the Honor Code and incorporate the Honor Code into the instructional activities of each Department.
- (4) Conduct at least one public discussion about ethics and values per semester.
- (5) Create programs that support and encourage awareness and understanding regarding cultural and ethnic diversity.
- (6) Enhance and expand the Honors Program to include various curricula that extend through the senior year and are structured to augment each degree program and major.
- (7) Develop a series of programs so that each Endowed Chair holder makes presentations to faculty and students, including at least one public presentation per year.
- (8) Encourage the establishment and promotion of national and international honor societies as appropriate to each discipline and degree program.
- (9) Increase the number of bachelor degree recipients who pursue graduate studies by fifty (50%) percent, towards the goal of having twenty-five (25%) percent of NCCU graduates earning terminal degrees.
- (10) Expand and enhance the participation of NCCU students in national and international studies, including internships and experiential learning programs.
- (11) Establish a standing General Education Curriculum Review Task Force to assure ongoing review and benchmarking of the curriculum, including an annual report on curriculum activities and effectiveness.
- (12) Expand the University's motto, "Truth and Service," into meaningful learning and developmental experiences.

Objective 1.4

Sustain and leverage NCCU's reputation as a leader in curriculum-based community service activity.

- (1) A Task Force for Academic Community Service Learning, to include at least two members of each College or School as well as local and regional representatives will meet at least quarterly to develop goals for and assess activities of the Academic Community Service Learning Program.
- (2) The Academic Community Service Learning Advisory Board will be reconstituted to include at least six (6) members who represent local, regional and nationally relevant organizations engaged in support for and promotion of service learning, and this Board will meet at least twice each year.
- (3) An annual recognition event will be established to recognize accomplishments in instructional activities and accomplishments in scholarly works which link community service learning to curriculum objectives. Colleges/Schools, Departments as well as individual faculty and students will be recognized. External organizations and individuals will also be recognized at this time.
- (4) Each year the Academic Community Service Learning Program will host a symposium to showcase the achievements of faculty and students in infusing community service learning as part of the curriculum, to include sessions on the scholarship of community service learning. This symposium will include participants from throughout the state and nation.
- (5) The Annual Report of the Community Service Learning Program will include a section on each College/School which highlights the activities and accomplishments of each Department in the implementation of community service learning activities which engage faculty and students.
- (6) Community service learning goals will be explicitly delineated in the strategic planning and assessment activities of each Department and/or degree program.

Goal 2 Degree Programs

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

The community of scholars at North Carolina Central University is committed to the highest standards in preparing students academically and professionally to meet the needs of our rapidly changing, increasingly interdependent global community. Renowned and relevant academic programs are essential for NCCU to continue contributing to the resources and growth of the state of North Carolina and beyond. Rigorous degree programs produce competitive graduates.

Building upon our highly valued legacy as an outstanding public liberal arts institution of higher education for African-Americans, we strive to continually strengthen our existing programs and to expand our curricula offerings to address the new emerging socio-economic issues confronting our state and nation. New degree programs, such as those in mass communications, bio-manufacturing and computational sciences position the University to help build a better North Carolina, in part, by expanding the scope of knowledge to many traditionally under-served populations in our state. Similarly, in order to better serve our constituents, we must expand the horizons of our curriculum to more significantly incorporate increasingly critical venues such as global perspectives, including the dynamic intertwining of geo-political, technological and economic forces. To achieve these goals, NCCU is also committed to expanding our offering of graduate degree programs, to include the offering of selected doctoral programs to help remedy the woeful under representation of women and minorities at the highest educational levels.

We, at NCCU, are determined to contribute to a strong role for North Carolina in the global economy and to the understanding of wider global issues. Moreover, the development of cutting-edge new degree programs as well as the strengthening of current programs will increase the visibility and reputation of our University and its graduates.

Objective 2.1:

Enhance the rigor and relevance of existing degree programs.

- (1) Attain the accreditation of all accreditable degree programs by the most widely respected accrediting body in the discipline.
- (2) Develop, support and assess a university-wide writing across-the-curriculum program.
- (3) Conduct a comprehensive review and assessment of each degree program at least every five years.
- (4) Each degree program will develop explicit criteria for the qualifications of faculty members, based upon accreditation and/or other approved standards.
- (5) Each degree program will develop a mission statement, goals and objectives in consultation with key constituencies, including the wider NCCU community, alumni, employers, and discipline-related colleagues.
- (6) Each degree program will develop strategies and processes to assure that students in the major are adequately informed of the curriculum requirements and career opportunities associated with the major; and these strategies and processes will be monitored to assure implementation and effectiveness.
- (7) Each degree program will include curriculum related activities which develop verbal and written communications skills.
- (8) Each degree program will develop standards to assure the technological proficiency of its graduates.
- (9) All curriculum modifications and revisions must be approved through established academic policies and procedures.
- (10) Degree programs will be monitored annually for enrollment and graduation performance.

Objective 2.2:

Develop new programs to meet the evolving needs of society, with emphasis upon the strategic priorities of the University of North Carolina and service to the stakeholders of North Carolina Central University.

- (1) Establish undergraduate, masters and doctoral degrees in biomanufacturing in support of and integral to the Biomanufacturing Research Institute and Technology Enterprise.
- (2) Add undergraduate degrees in computational science, journalism, software engineering, information sciences, actuarial sciences, bioinformatics, genomics and other emerging disciplines.
- (3) Add master's degrees in software engineering, bioinformatics, computational physics and other emerging disciplines.
- (4) Establish professional sciences master's degrees consistent with NCCU's mission, vision and competitive niche.
- (5) Add master's degrees in nursing, hospital management and related areas to address the health needs in the state of North Carolina and beyond.
- (6) Establish certifications and degree programs in the areas of international and global affairs.
- (7) Add doctoral degrees in education, information sciences, biomedical sciences, and other emerging disciplines consistent with supporting NCCU's mission and vision.
- (8) Establish a Task Force to conduct an annual review of curriculum offerings compared with occupational projections and workforce needs and to use that analysis to assess the need for additional degree programs.
- (9) The Division of Academic Affairs will be adequately staffed to support the new quantity and scope of program.

Goal 3

Enrollment Emphases

Build upon NCCU’s history of addressing the needs of under served groups through innovative outreach efforts and effective retention strategies.

As the Nation’s first public liberal arts institution for African-Americans, North Carolina Central University has historically epitomized opportunity for access and equity. NCCU has a rich legacy of being a “beacon of hope for the educationally disadvantaged as well as first generation college students and those sometimes referred to as late bloomers,” as Chancellor Ammons stated in his Installation Address on April 2, 2002. While increasingly attracting students from the highest levels of academic achievement and preparedness, we commit to the still relevant legacy of serving the historically disenfranchised and currently under-represented populations, in fulfillment of our University’s mission to provide “a diverse educational and cultural environment.”

We devote special outreach and recruitment efforts to African-Americans and other minorities, to economically disadvantaged communities as well as to part-time and other non-traditional students. Moreover, as we continue to “raise the bar” of excellence to better prepare our students for success in an increasingly competitive global socio-economy, we commit to providing effective academic support and retention services. Our efforts are focused upon continually improving an environment that promotes and sustains high educational performance as well as personal development as a framework for life-long civic and professional leadership.

Under-served populations include non-traditional, older students and those from backgrounds not traditionally associated with NCCU. This goal fosters enrichment not just for our campus communities but under girds a stronger national and world citizenry able to work with and understand the perspectives of persons of other cultures.

Objective 3.1

Develop a comprehensive enrollment management plan for recruitment, retention, and graduation of undergraduate and graduate students.

- (1) Develop and implement a comprehensive and highly specific enrollment plan that includes diversity targets, retention and graduation rates, ideal enrollment levels for all departments and fields of study.
- (2) Perform detailed annual assessments and include the results in the report of the Enrollment Management Committee.

Objective 3.2

Increase private, state, and other funding sources that can be used to support scholarship packages for students and attract top scholars.

- (1) Create a list of funding sources and disseminate to recruiters and other members of the campus community.
- (2) Develop recruitment activities to attract top scholars.

Objective 3.3

Increase the number of non-traditional students enrolled by making classes more accessible to them and by encouraging the enrollment of re-entry students.

- (1) Increase the number of evening, weekend and distance education classes and degree programs.
- (2) Develop accelerated courses and degree programs to meet the needs of business and industry.
- (3) Enhance and ensure access to programs and activities that provide lifestyle support for non-traditional students including evening day care and evening hours for essential services.

Objective 3.4

Increase the number of NCCU graduates who earn advanced degrees.

- (1) Enhance the University's School of Graduate Studies through activities that promote lifelong learning and prepare students for graduate school admission.
- (2) Develop a network of selected universities with doctoral and master's degree programs as partners for recruiting and providing scholarships for our graduates.

Objective 3.5

Strengthen the learning environment for all students by increasing the diversity of the student body, while continuing our historical commitment to provide educational opportunities to African-Americans.

- (1) Establish more exchange programs and international "sister-school" partnerships aimed at attracting more international students.
- (2) Implement programs and activities to help prepare and attract students from the local Hispanic population.
- (3) Provide workshops to sensitize faculty, staff, and students to differences within a multi-cultural community and establish, where needed, organizations and activities for students with varied interests and backgrounds.
- (4) Expand curriculum to incorporate courses of study that educate students on international and global issues.
- (5) Enhance support for students with communication barriers, cultural differences, and disabilities.

Objective 3.6

Strengthen programs to prepare academically disadvantaged students to attend NCCU.

- (1) Enhance summer programs, including Saturday academies, summer academic and sports programs, and performance-based admissions programs.
- (2) Enhance outreach programs to develop academic preparation of students in K-12 schools.

Objective 3.7

Maintain an effective and efficient student academic advising program.

- (1) Adequately staff the Academic Advising office to ensure a successful advising program.
- (2) Develop manuals and provide faculty training to enhance academic advising.
- (3) Provide general orientation for students on academic policies and procedures to assist them in effectively navigating the academic system.
- (4) Assess effectiveness of faculty advisors as a part of their annual review.
- (5) Develop a web page for students to address frequently asked questions about academic advising.

Goal 4

Financial Support

Systematically increase public and private financial support and expand collaborative partnerships.

Adequate funding is a critical component to the achievement of all of the strategic goals. Recent state budgetary constraints point to the need to develop extensive additional resources. As a result, we will seek to build our funded endowment to \$50 million and increase the proportion of our total non-state budget to 75% by fiscal year 2010. Given our strategic location in the Research Triangle Park and the advantages of synergism, we will expand our alliances and partnerships with businesses and other educational institutions, including formal partnership agreements with K-12 school districts. Campaigns and projects will focus, in part, on innovative strategies to meet societal needs. We will also depend upon increased support from alumni, who have benefited from NCCU's Mission.

Objective 4.1

Increase NCCU's privately funded endowment to \$50 million.

- (1) Enhance the infrastructure and resources in Institutional Advancement by, among other things, recruiting and hiring additional personnel.
- (2) Develop and implement a plan for a Capital Campaign that will garner additional cash donations and pledges.
- (3) Conduct outreach activities that will generate additional major individual, family and corporate donors.

Objective 4.2

Increase the proportion of NCCU's total budget provided by non-state sources to 75% by fiscal year 2010.

- (1) Enhance the ability of faculty and staff to compete successfully for grants from private foundations through workshops and dissemination of information regarding funding opportunities.
- (2) Enhance contractual relationships between NCCU and business/industry, both locally and globally.
- (3) Increase federally sponsored research opportunities for faculty and students.

Objective 4.3

Maintain effective administration and management of the NCCU Foundation.

- (1) Review, update, and disseminate NCCU Foundation policies and procedures.
- (2) Provide administration and management training for Foundation staff.
- (3) Enhance the technological infrastructure of the NCCU Foundation office.

Objective 4.4

Capitalize on NCCU's strategic location in the Research Triangle Park to expand the number of alliances and partnerships to over one hundred.

- (1) Create a list of local businesses and industries, as well as academic, federal, state and local institutions that may be collaborative and productive partners.
- (2) Facilitate the development of relationships between local businesses and industries and relevant academic departments and schools.
- (3) Identify and circulate grant opportunities and other financial resources that can be used to support collaboration.

Goal 5

International Dimensions

Increase NCCU's participation and presence locally, nationally and internationally to enhance the University's image.

The University must continuously improve its contributions at the local, national and global levels. To achieve our vision of national recognition and renown, North Carolina Central University is committed to strengthening our contributions to research of impact and other visible contributions to problem solving on a global level. Along with developing new degree programs and strengthening current ones, concerted attention will be paid to comprehensive local, statewide, regional and international initiatives. We will invest in the infrastructure that will allow NCCU to interact with and respond to our stakeholders on a regular and timely basis. We will devote time and other resources to interacting more frequently and more effectively with a wider range of key constituents and irrefutably demonstrate the value of the expertise and energy that abound at NCCU. We will internationalize our campus and expand opportunities for our faculty and students to travel and study abroad. We must develop new degree programs and fine-tune existing programs, such as international studies, conflict resolutions among nations, international business, and study and travel abroad programs. The University's image is important to attracting and supporting the best faculty, students and staff.

Objective 5.1

Assure the dissemination of information about the University's activities and their significance from local to the global setting.

- (1) Review and update guidelines and procedures for effective communications with internal and external constituents.
- (2) Continue to support the University's radio station and develop relevant programming for the community.
- (3) Increase the distribution of publications from NCCU, such as NOW Magazine, Faculty Senate Newsletter, Inside NCCU, and In Touch.
- (4) Hire a University Events Coordinator to streamline the flow of information related to special events and establish an Advisory Committee for University Relations.

Objective 5.2

Conduct market research and/or marketing audits to determine name recognition and reputation of the University.

- (1) Develop and administer surveys and other marketing tools to assess name recognition and reputation of the University.
- (2) Collect, evaluate and distribute information to the appropriate divisions on campus.
- (3) Revise and implement a comprehensive marketing plan for the University and the academic programs.

Objective 5.3

Instill an international culture and promote the University to the global community by expanding opportunities for NCCU faculty, staff, and students.

- (1) Expand the Office of International Affairs.
- (2) Create a registry of information on international affairs resources and opportunities, including a list of internal and external speakers.
- (3) Host at least one internationally renowned guest lecturer annually.
- (4) Expand opportunities for faculty, staff, students and alumni to study and travel abroad, and develop international partnerships.
- (5) Promote and monitor global curricula instruction.

Goal 6

Information Technology

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

The technological revolution has expanded both the opportunities and challenges for the creation, management, and communication of information – vital elements throughout the work of the academy. In order to be competitive, our graduates must be able to incorporate the skills of information technology. The University's administrative and academic units must also be able to make optimal use of technology. Thus, the University must provide access, support and training to integrate technology throughout the University.

Objective 6.1

Provide an administrative technology infrastructure, which will provide integrated and user-friendly support services.

- (1) University-wide policies and procedures will be developed to support the technological infrastructure.
- (2) Training on new system technologies will be offered at least once a semester for University employees.
- (3) Provide the campus with updates on the progress of the Banner system, and its impact on the various areas on a monthly basis through forums and newsletters.
- (4) Hardware and software used to support administrative systems will be maintained appropriately and updated as needed.
- (5) University employees will be able to receive technical assistance with administrative systems from the ITS Help Desk.

Objective 6.2

Integrate technology with instruction to enhance the teaching-learning process.

- (1) Provide teaching and learning with technology training for faculty as well as for librarians, instructional technologists, academic administrators, staff, and students.
- (2) Multimedia classrooms and services will be established in all classroom buildings.
- (3) A comprehensive list of standards and vendors for purchasing multimedia classroom equipment will be developed and available for easy access on the web.
- (4) Identify appropriate staff to provide technical assistance and training for multimedia classrooms on a daily basis.
- (5) The technological resources required to support distance education will be upgraded to support integration with the Banner system.
- (6) Establish base-line information on entering students' technological knowledge, skills, and usage trends.

Objective 6.3

Provide efficient and comprehensive information technology services and improved access to technology resources for faculty, staff, and students.

- (1) Web-enabled services for faculty, staff and students will be enhanced to include access to more campus resources and information.
- (2) Establish a University-wide IT communication plan that focuses on establishing open and honest two-way communication among the campus stakeholders and ITS.
- (3) Establish a Campus Technology Committee to formulate and recommend academic technology policies, standards and training.
- (4) Individuals with special needs will be assured access to IT services.
- (5) Increase IT support hours to include evenings and weekends.
- (6) Develop a comprehensive list of computer labs on campus and make this information available on the web, complete with building name, room number, and number of computers, hardware and software available, and hours of operation.

Objective 6.4

Provide an IT infrastructure to acquire, manage, and implement technology resources on NCCU's campus.

- (1) The ITS Department will recruit and retain highly qualified information technology personnel.
- (2) Conduct a feasibility study of the implementation of a laptop requirement for students.
- (3) Develop ITS Disaster Recovery policies and procedures that will allow for effective and timely results.
- (4) Provide ITS network staff access to buildings so response time to outages is decreased.
- (5) Develop a strategy for leveraging Strategic Vendor Partnerships.
- (6) Develop an equipment maintenance/refresh strategy that will provide faculty, staff, students and administrators with the most up-to-date technologies.
- (7) The technological resources required to support a robust web cast system will be upgraded and/or purchased.

Goal 7 Facilities

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

As the University expands, the availability of appropriate facilities in sufficient quality and quantity is critical. The recruitment and retention of students, faculty, and staff are affected by the state of the facilities. Facilities are also important factors for all who visit the campus, for a lasting impression and a concept of the University's image may stem from a single visit. We must anticipate growth and provide facilities conducive to learning and academic maturation. We must ensure that facilities are adequately maintained and that they contribute to the beauty of our campus and, more importantly, to the effectiveness of our academic programs.

Objective 7.1

Provide adequate maintenance and upkeep for all campus facilities.

- (1) Develop a preventive maintenance program and ensure maintenance is completed as scheduled.
- (2) Develop appropriate documentation of deferred maintenance issues and devise strategies for addressing those issues.
- (3) Assess buildings and infrastructure for ADA compliance annually.
- (4) Recruit and retain highly qualified personnel.

Objective 7.2:

Continue to enhance and expand physical facilities.

- (1) Continue to revise and update the University's Master Plan.
- (2) Provide adequate personnel to support new facilities.

Objective 7.3:

Emphasize campus beautification efforts.

- (1) Provide adequate housekeeping for University buildings and facilities.
- (2) Provide adequate landscaping and green space around the campus.
- (3) Develop a written policy detailing common building/horticulture, architecture, and design themes.
- (4) Emphasize to students, faculty, and staff as part of regular meetings and other communications the need for collective efforts to keep our surroundings beautiful.
- (5) Mandate recycling in order to comply with the standards of environmental sustainability on campus.
- (6) Make certain all buildings have an adequate number of trash receptacles.

Goal 8

Continuous Improvement Process

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

As economic, social and political forces continue to demand higher quality and greater accountability in colleges and universities, the proposed continuous improvement process will allow North Carolina Central University to become proactive in ensuring that all the units are operating efficiently and effectively. The University's continuous assessment and improvement plan will provide the comprehensive mechanism to guide the campus improvement process and oversee the periodic review of access, development, implementation and evaluation of University policies and programs. Comprehensive oversight should help eliminate unnecessary duplication of effort and expense. In addition, the implementation of this plan for improvement strategies (Total Quality Management, Continuous Quality Improvement and Benchmarking) should support all of the goals of the Strategic Plan.

Objective 8.1

Establish a University continuous assessment and improvement plan to guide and oversee the annual program and policy review process.

- (1) Identify human and financial resources to establish the University's continuous assessment and improvement plan.
- (2) Develop and revise the annual policy review process.
- (3) Involve representatives of all affected units in determining the guidelines for the plan.

Objective 8.2

Conduct annual reviews for all University employees.

- (1) Review the effectiveness of current annual review processes and modify as needed.
- (2) Assure consistency of new reviews with the Faculty Handbook and with current review policies governing other employee groups.
- (3) Incorporate assessment of the process by those being reviewed.
- (4) Implement the annual review process for all employees.

Objective 8.3

Enhance the operations of the individual units on campus.

- (1) Review and update or develop unit policies and procedures.
- (2) Develop a system of assessing all units, which provides for accountability; draw on current practices of assessment in determining modification or replacement.
- (3) Establish an open and inclusive budgeting process that will allow resources to be distributed consistent with the strategic plan.
- (4) Enhance the technological infrastructure within all units.
- (5) Develop a web site for all manuals that contain updated policies of the University; make certain the information is updated regularly.

Objective 8.4

Provide timely, efficient, and effective customer friendly-services .

- (1) Hold required customer service workshops for faculty and staff.
- (2) Ensure customer service component is included on all University employee evaluations.

North Carolina Central University

Strategic Plan Timeline

Objective	Summer 2004	Fall 2004	Spring 2005	Summer 2005	Fall 2005	Ongoing Beyond 2005
2.2 Add masters' degrees in software engineering, bioinformatics and other emerging disciplines consistent with supporting NCCU's mission, vision and core values.	Appointment of search committee for Bioinformatics Director (August 2004)	Develop and submit authorization to plan BS / MS bio manufacturing (Dec 2004) <i>Chuck</i>		Develop and submit authorization to establish BS / MS in bio manufacturing – <i>Chuck</i> by June 2005		
				Hire Director of Bioinformatics by July 1, 2005 <i>Provost</i>		
2.3 Add doctoral degrees in education, information sciences, biomedical sciences and other emerging disciplines consistent with supporting NCCU's mission, vision and core values.	Search committee and job descriptions for CC in place (Chair of CC department)	Submit and authorization to plan – PhD Communication Disorder – Office of President <i>Provost</i>	Submit authorization to establish PhD. Communication Disorder, Council of Deans, APC, Trustees, Office of the President <i>(Chair CC Department)</i>	Hire new faculty member in Communication Disorders June 2005 <i>Provost</i>		The position allocated to the SOE by <i>Provost</i>

Objective	Summer 2004	Fall 2004	Spring 2005	Summer 2005	Fall 2005	Ongoing Beyond 2005
2.4 Enhance and maintain existing academic programs.	Job description developed, search committee not appointed (Associate VC for Academic Administration)	Establish and publish time line of existing accredited programs and list of accreditable programs – <i>Office of Accreditation</i>	Submit to office of president PhD. Information Sciences, <i>Provost</i>	Submission of graduate student minimum admission, <i>Graduate Dean</i>		
		Create search committee for VC of Academic Administration <i>Provost</i>	Hire Associate VC for Academic Administration, <i>Provost</i>			
		Submit to Board of Trustees, PhD Information Sciences <i>Provost</i>				
		Establish position of Director of Accreditation Review <i>Provost</i>				
3.1 Develop a comprehensive enrollment management plan for recruitment, retention, and graduation of undergraduate and graduate students. The plan should be highly specific and include: diversity targets, retention and graduation rates, ideal enrollment levels for all departments and fields of study, and other relevant information.	Include a faculty advising session as a component of faculty orientation.	Establish a committee that will develop a comprehensive retention plan <i>Provost</i> Develop and implement a comprehensive and highly specific enrollment plan that includes diversity targets; retention and graduation rates, ideal enrollment levels for all departments and field of study	Review and revise the academic advising structure to promote higher retention and graduation rates, January 2005	Perform detailed annual assessments and include the results in the report of the Enrollment Management Committee	Implement the Strategic Enrollment Management Plan / assessment of effectiveness <i>Roland Gaines</i>	

Objective	Summer 2004	Fall 2004	Spring 2005	Summer 2005	Fall 2005	Ongoing Beyond 2005
		Establish Strategic Enrollment Management Committee VCSA	Develop Strategic Enrollment Management Plan <i>(committee)</i>			
			Complete retention plan / seek input from the university community – <i>Retention Committee</i>			
			Present information to board of trustees – retention plan - <i>Provost</i>			
3.2 Increase private, state, and other funding sources that can be used to support scholarship packages for students and attract top scholars				Develop recruitment activities to attract top scholars		Create a list of funding sources and disseminate to recruiters and other members of the campus community,
3.3 Increase the number of non-traditional students enrolled by making classes more accessible to them and by encouraging the enrollment of re-entry students.		Increase the number of evening, weekend and distance education classes and degree programs		Develop accelerated courses and degree programs to meet the needs of business and industry	Enhance and ensure access to programs and activities that provide lifestyle support for non-traditional students including evening day care and evening hours for essential services	

Objective	Summer 2004	Fall 2004	Spring 2005	Summer 2005	Fall 2005	Ongoing Beyond 2005
<p>3.4 Increase the number of NCCU graduates who earn advanced degrees.</p>				<p>Enhance the University's Graduate Studies Office through activities that promote lifelong learning and prepare students for graduate school admission</p>		<p>Develop a network of selected universities with doctoral and master's degree programs to partner with on recruiting and providing scholarships for our graduates.</p>
<p>3.5 Strengthen the learning environment for all students by increasing the diversity of the student body, while continuing our historical commitment to provide educational opportunities to African Americans</p>						<p>Establish more exchange programs and international "sister-school" partnerships aimed at attracting more international students.</p> <p>Implement programs and activities to help prepare and attract students from the local Latino and Hispanic populations. Provide workshops to sensitize faculty, staff, and students to differences within a multi-cultural community and establish, where needed, organizations and activities for students with varied interests and backgrounds.</p> <p>Expand curriculum to incorporate courses of study that educate students on international and global issues.</p> <p>Enhance support for students with communication barriers, cultural differences, and disabilities</p>

Objective	Summer 2004	Fall 2004	Spring 2005	Summer 2005	Fall 2005	Ongoing Beyond 2005
<p>3.6 Strengthen programs to prepare academically disadvantaged students to attend NCCU.</p>		<p>Establish information services with counselor / principals, <i>separated</i> on campus and at LEAs, enrollment services, admissions</p>	<p>Enhance summer programs, including Saturday academies, summer academic and sports programs, and performance-based admission programs.</p> <p>Enhance outreach programs to develop academic preparation of student in K-12 schools.</p>			
		<p>Committee needs to address underrepresented students - <i>Strategic Enrollment Committee</i></p>				

Objective	Summer 2004	Fall 2004	Spring 2005	Summer 2005	Fall 2005	Ongoing Beyond 2005
3.7 Maintain an effective and efficient student academic advisement program		<p>Training of all advisors needs to be a salient component of the Retention Plan – develop an Advisors Training Plan. <i>Retention Committee</i></p> <p>Develop a web page for students addressing frequently asked questions about academic advising.</p>	<p>Implement Advisors Training Plan and assessment of effectiveness - <i>Provost</i></p>		<p>Adequately staff the Academic Advising office to ensure a successful advising program.</p> <p>Provide general orientation for students on academic policies and procedures to assist them in effectively navigating the academic system.</p> <p>Access effectiveness of faculty advisors as a part of their annual review</p>	<p>Develop manuals and provide faculty training to enhance academic advising</p>
4.1 Increase NCCU's privately funded endowment to \$50million.		<p>Conduct a professional personnel feasibility study for the Foundation by August 15, 2004</p>	<p>ID and cultivate 20 new major donors (planned giving and individuals) May 2005 <i>Depends on new hire Clark + new hires</i></p>	<p>Update and verify 22000 alumni on the database (at 19,000) by June 2005 <i>Alumni Retention & Info Services</i></p>	<p>Silent phase of capital / campaign \$20 Million Fall 2005 <i>Clark</i></p>	<p>Space provided for Institutional Advancement (I.A.) <i>(Space C Committee)</i></p>
		<p>Hire three professional fundraisers by Sept 2004, Director of major gifts; Dir of corp. relations; Director of Alumni Relations / Annual Fund</p>	<p>ID and cultivate 10 new major corps and foundations annually May 2005 contingent on new hires <i>Clark + new hires</i></p>			
			<p>Evaluate new hire productivity at 6 months and 12 months – <i>Clark</i></p>			

Objective	Summer 2004	Fall 2004	Spring 2005	Summer 2005	Fall 2005	Ongoing Beyond 2005
		Upgrade and improve office facilities; move occupants from basement offices mid December, <i>Depends on space committee actions</i>				
		I.A. needs space vacated by other offices by Dec 2004 <i>Space Committee</i>				
4.2 Increase the proportion of NCCU's total budget that is provided by non-State sources to 75% in fiscal 2008		<i>Corp Relations Officer</i> conducts at least two annual workshops for faculty and staff re: soliciting grants from private foundation Sept 2004	<i>Corp Relations Officer</i> conducts at least two annual workshops for faculty and staff re: soliciting grants from private foundation January 2005			
		Develop a Corp. Relations website for faculty and staff to disseminate grant / funding info by Dec 2004, Responsibility – <i>Institutional Corp. Relations Director</i> <i>Not a priority</i>				
4.3 Monitor and manage appropriately foundation funding		Hire consultant to conduct feasibility study for NCCU Foundation (<i>Dr. Clark</i>) by July 2004				Hire NCCU Foundation Director

Objective	Summer 2004	Fall 2004	Spring 2005	Summer 2005	Fall 2005	Ongoing Beyond 2005
		Review and implement consultant recommendations for NCCU foundation by Dec 2004 <i>Foundation Director</i>				
		Hire Foundation Director by Dec 2004 by <i>Dr. Clark</i>				
		Review, modify, update policies and procedures of NCCU foundation by Dec 2004 <i>Not a priority</i> <i>Foundation Director</i>				
4.4 Capitalize on NCCU's strategic location in the Research Triangle Park to expand the number of alliances and partnerships to over 100	B & I cluster identifies 15 new finance oriented businesses & reconnects with current members by August 2004 <i>S. Hester</i>	15 Finance companies culminates into > 5 formally established partnerships for 2004-2005 by Oct 2004 <i>S. Hester</i>				
		Establish and cultivate relations with 35 new entities in the Greater Durham area (RTP, Durham co.) for 8 signature programs Dec 2004 <i>Corp Relations Director</i>				

Objective	Summer 2004	Fall 2004	Spring 2005	Summer 2005	Fall 2005	Ongoing Beyond 2005
4.5 Expand opportunities prior to high school graduation through formal partnership agreements with P-12 school districts in all appropriate discipline and fields of study.		Implement formal relations with early college high school and Hillside high <i>UCSA - Provost</i>	Assess university summer programs, develop new programs annually as needed <i>University College</i> January 2005			
		Coordinate guidance counselors and information sessions, e.g. MCRs – admissions, enrollment services, community colleges				
5.1 Assure the dissemination of information about the University's activities and their significance from local to the global setting	Place all publication online as completed	Investigate senior and freshmen surveys to determine if questions can be added relevant to student emails – September 2004	Community College Liaison hired by Academic Affairs by February 2005		Develop two programs for young alumni annually	Review and update guidelines and procedures for effective communications with internal and external constituents
		Review and assess locations of student bulletin boards September 2004	Set up system for students to use NCCU email for life by March 2005		Communications Committee will meet regularly to review and make recommendations to enhance communications	Continue to support the University's radio station and develop relevant programming for the community
		Create BOT newsletter – Send electronically to faculty, staff, and alumni by September 2004	Build collaboration with other universities to secure speakers at a reduced cost		Require students to have personal computer by fall 2006	
		Purchase electronic bulletin boards - Lawson/Fayetteville, Alston/Lawson, Cecil/Fayetteville September 2004 (\$50,000 per bulletin board)			Hire a University Events Coordinator to streamline the flow of information related to special events and to establish an advisory committee	
		Lyceum Committee develops schedule by August 2004 for 2004-05 year				

Objective	Summer 2004	Fall 2004	Spring 2005	Summer 2005	Fall 2005	Ongoing Beyond 2005
		Investigate feasibility of sending students' bills, grades, etc. to student email				
		Research and evaluation would develop a survey with input from IT and Student Affairs implemented fall 2004				
		Increase the distribution of publications at NCCU, such as <i>NOW Magazine</i> , Faculty Senate Newsletter, <i>Inside NCCU</i> , and <i>In Touch</i>				
5.2 Conduct market research and or marketing audits to determine name recognition and reputation of the University			Collect, evaluate, and distribute information to the appropriated divisions on campus			Develop and administer surveys and other marketing tools to assess name recognition and reputation of the University
			Revise and implement a comprehensive marketing plan for the University and the academic programs			

Objective	Summer 2004	Fall 2004	Spring 2005	Summer 2005	Fall 2005	Ongoing Beyond 2005
5.3 Instill an international culture and promote the University to the global community by expanding opportunities for NCCU faculty, staff, and students					Expand the Office of International Affairs	Host at least one internationally renowned guest lecturer annually
					Create a registry of information on international affairs resources and opportunities, including a list of internal and external speakers	Expand opportunities for faculty, staff, students, and alumni to study and travel abroad, and develop international partnerships
6.1 Provide an administrative technology infrastructure that will provide integrated and user-friendly support services		Training on new system technologies will be offered at least once a semester for University employees			University-wide policies and procedures will be developed to support technology infrastructure	Hardware and software used to support administrative systems will be maintained appropriately and updated as needed
		Provide the campus with updates on the progress of the Banner system and its impact on the various areas on a monthly basis through forums and newsletters				
		University employees will be able to receive technical assistance with administrative systems from the ITS Helpdesk				
6.2 Integrate technology with instruction to enhance the teaching-learning process					A comprehensive list of standards and vendors for purchasing multimedia classroom equipment will be available for easy access on the Web	Provide teaching and learning with technology training for faculty as well as for librarians, instructional technologists, academic administrators, staff, and students

Objective	Summer 2004	Fall 2004	Spring 2005	Summer 2005	Fall 2005	Ongoing Beyond 2005
					The technological resources required to support distance education will be upgraded to support integration with the Banner student system	Multimedia classrooms and services will be established in all classroom buildings
						Identify appropriate staff to provide technical assistance and training for multimedia classrooms on a daily basis
						Establish baseline information on entering student's technological knowledge, skills, and usage trends
6.3 Provide efficient and comprehensive information technological services and improved access to technology resources for faculty, staff, and students		Develop a comprehensive list of computer labs on campus and make this information available on the web complete with building name, room number, number of computers, hardware and software available and hours of operation	Establish a Campus Technology Committee to formulate and recommend academic technology policies, standards, and training	Computer lab operation hours will be expanded	Web-enabled services for faculty, staff, and students will be enhanced to include access to more campus resources and information	
		CIO works directly with department heads to establish specific needs of departments	CIO and staff review and make changes to establish budget for IT Department for each upcoming year (ongoing)		Establish a University-wide IT Communication Plan that focuses on establishing open and honest two-way communication among the campus stakeholders and ITS	

Objective	Summer 2004	Fall 2004	Spring 2005	Summer 2005	Fall 2005	Ongoing Beyond 2005
		CIO/Department Head users groups make recommendations and feedback needed to make continuing improvements to SLA agreement	Students are notified of email availability by mailing from Admissions Department		Increase IT support hours to include evenings and weekends	
		CIO/Unit Heads and IT Committees work together to make improvements and recommendations for IT services	Mandated by Chancellor's office that all student applications be submitted online		IT purchases software using Title III funding and IT personnel implement	
			IT will define and develop wireless access areas needed. Determine funding sources needed for project and obtain project approval by IT and academic committees		IT purchases software using Title III funding, IT personnel implements, tests, and provides user training for use of student portal software	
					Implementing existing software that will tie together all login services for students	
					Expand IT staff by five persons and retain other highly qualified personnel	
7.1 Provide adequate maintenance and upkeep for all campus facilities		Director will develop preventative maintenance program	Complete the assessment of the preventative maintenance program	Assess all physical structures every six months starting summer 2005		Assess buildings and infrastructure for ADA compliance annually
		Develop appropriate documentation of deferred maintenance issues and devise strategies for addressing those issues	Implement the preventative maintenance			
		Recruit and retain high quality personnel (ongoing)				
7.3 Enhance campus beautification efforts			Provide adequate housekeeping for University building and facilities			
			Provide adequate landscaping and green space around the campus			

Objective	Summer 2004	Fall 2004	Spring 2005	Summer 2005	Fall 2005	Ongoing Beyond 2005
8.2 Conduct annual reviews for all University employees			Review the effectiveness of current annual review process and modify as needed		Implement the annual review process for all employees	Incorporate assessment of the process by those being reviewed
			Assure consistency of new reviews with the Faculty Handbook and with current review policies governing other employee groups			
8.3 Enhance the operations of the individual units on campus			Establish an open and inclusive budgeting process that will allow resources to be distributed consistent with the strategic plan	Review, update, or develop unit policies and procedures		Develop a website for all manuals that contain updated policies of the University; make certain the information is updated regularly
				Develop a system of assessing all units, which provides for accountability; draw on current practices of assessment in determining modification or replacement		
8.4 Provide timely, efficient, and effective customer-friendly services						Hold required customer service workshops for faculty and staff
						Ensure customer service component is included on all University employee evaluations