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Introduction

As we celebrate the end of our Centennial, North Carolina Central University (NCCU) is at a critical juncture. We take pride in numerous accomplishments, such as enrolling the largest freshman class ever in 2010–11; being selected as the top-ranked HBCU for two years in a row by *U.S. News & World Report*; having the School of Law ranked as the “Best Value Law School” in the country for two years in a row by *National Jurist*; boasting more than 40,000 alumni and approximately 8,600 current students, and successfully moving to Division I in athletic competition.

As we reflect on our past and look to the future — and specifically the next five to 10 years — we do so in the context of an uncertain economic climate. There are increasing expectations from University of North Carolina (UNC) General Administration, the UNC Board of Governors and our own Board of Trustees that we will raise our retention and graduation rates, enroll better-prepared students, conduct cutting-edge research and stimulate the state’s economy. As part of our ongoing strategic planning process, we have developed **NCCU 2020**, which focuses on current and future needs of the University in five priority areas:

- Retention and Graduation
- Enhancing Academic Distinction and Distinctiveness
- Community Engagement
- Internal Communications Using QSI
- Teaching, Learning and Research
**Our Vision**

To be recognized as one of the region’s leading public universities, known for academic excellence in a diverse cultural and educational environment.

**Our Mission**

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 qualities.

**Our Core Values**

At North Carolina Central University, we value all members of our community and we support intellectual thought and accomplishment. Student success is our highest priority. NCCU 2020 reflects our commitment to our mission and undergirds the following key core values of the University:

- Excellence in teaching, research, scholarship and creativity
- Promotion of citizenship, service and social justice
- Appreciation of and respect for diverse cultures
- Commitment to lifelong learning
Historical Background

NCCU was founded in 1910 as the National Religious Training School and Chautauqua. In 1925, it became the nation’s first public liberal arts college for African-Americans. The college was given university status in 1969 and the name was changed to North Carolina Central University. The campus became part of the University of North Carolina System in 1972.

NCCU is a comprehensive university offering programs at the baccalaureate, master’s, and selected professional levels. The university upholds a strong liberal arts tradition and a commitment to academic excellence in a diverse cultural and educational environment. It seeks to encourage intellectual productivity and to increase the academic and professional skills of its students and faculty.

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 also recognizes the mutually reinforcing impact of scholarship and service on effective teaching and learning. NCCU therefore encourages and expects faculty and students to engage in scholarly, creative and service activities that benefit the community.
The University is poised to achieve higher levels of responsiveness and competitiveness by focusing on its core strengths while addressing the needs of the State of North Carolina.

UNC constituent universities will be held to increasingly higher levels of accountability with respect to retaining and graduating students.

With the decline in state appropriations, the University will need to strengthen internal controls, efficiency and effectiveness.

With the shift in the demographics of the State of North Carolina, there will be increased competition for students who in the past have typically enrolled at HBCUs.

Amid an environment characterized by demographic shifts, intense competition for students and declining state appropriations, the University must change the narrative around the contemporary role of HBCUs.

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**Basic Assumptions**

NCCU 2020 is committed to transforming our campus to address pressing needs in our state and region. Student success depends heavily on the quality of instruction and the availability of resources to support student learning. The NCCU 2020 Planning Committee, having reviewed numerous internal and external documents regarding the challenges and opportunities ahead, adopted the following assumptions prior to the implementation of the planning process.

1. The University is poised to achieve higher levels of responsiveness and competitiveness by focusing on its core strengths while addressing the needs of the State of North Carolina.

2. UNC constituent universities will be held to increasingly higher levels of accountability with respect to retaining and graduating students.

3. With the decline in state appropriations, the University will need to strengthen internal controls, efficiency and effectiveness.

4. With the shift in the demographics of the State of North Carolina, there will be increased competition for students who in the past have typically enrolled at HBCUs.

5. Amid an environment characterized by demographic shifts, intense competition for students and declining state appropriations, the University must change the narrative around the contemporary role of HBCUs.
Goals, Objectives and Metrics
Student Success

GOAL 1: North Carolina Central University will create and sustain an environment of accountability and engagement that will facilitate and promote access, persistence and success for all enrolled students.

Objective 1.1: Utilize variables that strongly indicate a student’s commitment to success throughout the enrollment management process.
- By January 2011, identify a specific set of variables for student success at NCCU.
- By August 2011, increase the number of students who are academically prepared for the rigors of college by 25%.
- By August 2011, expand academic support services for upper division and transfer students.
- By August 2012, achieve an 80% first-to-second-year retention rate, and a 20% four-year and 53% six-year graduation rate.
- By May 2013, complete an assessment of the impact of utilizing identified variables on the success of students admitted for the two previous academic years.
- By July 2013, adjust variables to reflect the two-year assessment and incorporate new variables for 2013–2014.
- By August 2015, achieve an 82% retention rate, and a 25% four-year and 55% six-year graduation rate.

“An education that teaches you to understand something about the world has done only half of the assignment. The other half is to teach you to do something about making the world a better place.”

~ Johnnetta Cole

Objective 1.2: Assess the readiness of the campus physical environment — including housing, dining services, classrooms, computer labs, and other facilities and services — for students.
- By August 15, 2011, implement all approved unit preparedness plans.
- By December 15, 2011, evaluate unit preparedness plans for the first semester and submit for approval.

Objective 1.3: Increase student participation in co-curricular activities.
- By June 2011, develop a list of required and recommended co-curricular activities for each academic year for freshmen entering in 2011–12.
- By June 2011, implement software to monitor student participation in co-curricular activities.
- By August 2011, develop a professional development institute model for upper division students to create a pipeline for internships and full time opportunities.
- By September 2011, conduct an assessment of all campus mentoring opportunities for students.
- By January 2012, develop and implement departmental student mentoring plans.
- By June 2012, complete an analysis of the impact of student participation in mentoring on retention and graduation rates.
Objective 1.4: Ensure that University personnel understand and implement policies and procedures related to student success and persistence.
- By June 2011, distribute all student-related policies and procedures to the campus community.
- By July 2011, incorporate overviews of policies and procedures to inform new and continuing employees of their roles in ensuring student success during orientation programs.
- By August 2011, review and modify university academic program policies to reflect higher student expectations.

Objective 1.5: Increase the amount of merit-based scholarship resources available to eligible students.

GOAL 2: North Carolina Central University will promote an academic culture of leadership in public service.

Objective 2.1: Incorporate the motto “Truth and Service” in all campus literature, communications and university practices.
- By June 2011, communicate the University’s motto to employers and incorporate the motto in career service events and programs.
- By August 2011, incorporate the university motto in all public relations literature and activities such as graduation activities, colloquia speaker visits, research agendas and public service events.

Objective 2.2: Increase the exposure of students to careers with an active public service component.
- By June 2011, expand the Motivational Task Force program to include more alumni.
- By September 2011, develop targeted public service programming focused on career exploration.
- By September 2011, utilize software to track student participation with alumni in public service activities.

"I don't know what your destiny will be, but one thing I know: the only ones among you who will be really happy are those who will have sought and found how to serve.”

~ Albert Schweitzer
Objective 2.3: Infuse a climate of public service and activism through co-curricular activities.
- By June 2011, conduct an inventory of speakers and topics focusing on public service and activism.
- By August 2011, establish special symposia on topics related to public service in each college and school.

Community Engagement

GOAL 3: North Carolina Central University will create an environment of positive and continuous community engagement through the development and acquisition of knowledge, skills, values, expertise and resources.

Objective 3.1: Repurpose and expand the community engagement role of the Office of Academic and Community Service Learning (OACSL).
- By June 2011, conduct inventory of all university community engagement activities, identifying niche areas.
- By August 2011, adopt a plan for coordinating all community engagement activities.

Objective 3.2: Increase community engagement awareness.
- By August 2011, establish a website on community engagement activities.
- By December 2011, recognize achievements of faculty, staff, students, alumni and stakeholders in community engagement activities.

“Without community service, we would not have a strong quality of life. It’s important to the person who serves as well as the recipient. It’s the way in which we ourselves grow and develop.”

~ Dorothy I. Height

Objective 3.3: Broaden collaborative relationships with K-12 public schools.
- By June 2011, incorporate Durham K–12 activities into the overall community engagement initiative.
- By December 2011, create an action plan for support to public schools.

Objective 3.4: Explore collaborative opportunities for fostering economic growth.
- By June 2011, complete an assessment of economic opportunities in areas adjacent to the campus.
GOAL 4: North Carolina Central University will improve customer service and create a culture that is effective, responsive, respectful, and uses transparent expectations and personal accountability.

Objective 4.1: Increase professional development for employees.
- By July 2011, incorporate Quality Service Initiative (QSI) expectations into performance objectives for all employees.
- By December 2011, mandate and begin offering professional development workshops for all employees.

Objective 4.2: Improve customer service and accountability.
- By January 2011, develop a QSI recognition program.
- By August 2011, reiterate QSI as a campus-wide priority.
- By December 2011, implement monitoring plans in all academic and administrative units.

Objective 4.3: Provide training for student workers.
- By July 2011, develop and implement a comprehensive orientation plan for all student workers.
- By January 2012, incorporate customer service in the student performance appraisal process.
- By January 2012, develop a student QSI recognition program.

Objective 4.4: Develop a matrix of contact information.
- By January 2011, develop an inventory with full contact information for campus-wide distribution.
- By January 2011, review online directory for accuracy and implement a plan for regular updates.

Objective 4.5: Conduct assessment of QSI.
- By May 2011, implement a plan to assess program effectiveness.
- By December 2011, submit a QSI report to the university community.
- By May 2012, implement modifications.

“Once a human being has arrived on this earth, communications is the largest single factor determining what kinds of relationships he makes with others and what happens to him in the world around him.”

~ Virginia Satir
GOAL 5: North Carolina Central University will enhance the intellectual climate by expanding productivity in the areas of teaching, learning, research and service.

Objective 5.1: Review the infrastructure to support teaching and faculty-student collaboration.
- By May 2011, conduct university-wide assessment of technological needs to support teaching.
- By June 2011, complete review of the Center for Teaching and Learning.
- By August 2011, complete review of the Dimensions of Learning curriculum.
- By September 2011, conduct assessment of current faculty mentoring opportunities and develop a plan of action for 2012-2013.
- By May 2012, expand faculty professional development in the Center for Teaching and Learning.
- By May 2012, complete technological support for all learning environments.

“No man, who continues to add something to the material, intellectual and moral well-being of the place in which he lives, is left long without proper reward.”

~ Booker T. Washington

Objective 5.2: Foster student learning through new programs and experiences.
- By May 2011, increase student engagement with faculty in research by 25%.
- By May 2011, develop a plan for increased global experiences in coursework and travel.
- By September 2011, increase new program proposals, including doctoral, in areas that respond to statewide needs by 15%.
- By December 2011, expand opportunities for student-faculty interaction outside of classroom by 25%.
- By December 2011, design an assessment plan to measure the impact of current teaching and learning strategies.
- By May 2012, expand funding capacity to support graduate education by 25%.
- By August 2012, increase graduate program enrollment by 25%.

Objective 5.3: Expand the research agenda for the University.
- By May 2012, develop plans to support faculty research consistent with academy policies and practices.
- By May 2012, increase university funds for research and creative activity by 30%.
- By May 2012, increase funded grants by 25%.
- By May 2012, increase publication productivity by 10%.

Objective 5.4: Document and recognize continuous service among faculty, staff, and the administration.
- By May 2011, begin annual reporting of faculty and staff accomplishments.
Where do we go from here...

- Conduct an annual assessment of the impact of identified student success variables.
- Revise and approve an annual unit preparedness plan.
- Assess annual funding needs for academic and need-based scholarships.
- Increase the percentage of student participation in public service activities.
- Conduct an assessment of community engagement impact (2020).
- Chancellor annually reinforces the customer service campaign.
- Conduct annual Employee Recognition Program.
- Complete annual QSI Report.
- Complete five-year review of QSI (2020).
- Conduct annual technology assessment.
- Complete annual report of faculty and staff service.
- Complete annual report of funded grants.
- Complete annual report of faculty publications.
- Conduct assessment of graduate program enrollment (2020).
- Increase funding for graduation education (2020).
- Increase annual merit-based scholarship support.
- Conduct annual planning for public service symposia.
- Conduct annual community engagement recognition.
- Submit annual comprehensive report of community engagement activities.
At a cost of $5.691 each, 200 copies of this public document were printed for a total of $1,138.20 in Winter 2010.

NCCU is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award baccalaureate, master’s, education specialist, and doctoral degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of NCCU.