NC CENTRAL UNIVERSITY: GATEWAY TO OPPORTUNITY / NORTH CAROLINA CENTRAL UNIVERSITY: GATEWAY TO OPPORTUNITY / NC CENTRAL UNIVERSITY: GATEWAY

2016-2021

ACADEMIC AFFAIRS

STRATEGIC PLAN
JAMES EDWARD SHEPARD
1875 - 1947
FOUNDER & PRESIDENT
NORTH CAROLINA COLLEGE
AT DURHAM
1910 - 1947
The North Carolina Central University Division of Academic Affairs (NCCU Academic Affairs) is committed to the strategic growth of North Carolina Central University and preparing students to become 21st century scholars. Academically relevant and rigorous offerings cater to the needs of a diverse student body. Through its programs and activities, NCCU Academic Affairs supports the goals of the university to be a first choice, regionally and nationally recognized, comprehensive university, while maintaining the historical identity of its liberal arts college roots. The Division of Academic Affairs embraces the promise of developing visionary and innovative global leaders.

Trends in national and state-level public education priorities, coupled with meeting the needs of the students of tomorrow, inspired the creation of a five-year strategic plan for NCCU Academic Affairs. The 2016-2021 Academic Affairs strategic plan is an outgrowth of a broader focus for the university as outlined in the NCCU 2020 – Measures of Progress Strategic Plan. The University plan emphasizes student access, persistence and success, public service and community participation and enhancing an intellectually stimulating environment for learning. The Academic Affairs strategic plan specifically builds upon three goals in NCCU 2020 – Goal One - Student Success; Goal Three - Community Engagement; and Goal Five - Intellectual Climate.

NCCU 2020 provided a framework for the Division of Academic Affairs to create a plan that would respond to an increased responsibility of the University to retain and graduate students while ensuring that these students develop the skills necessary to successfully make an impact in a rapidly changing marketplace. Additionally, the Academic Affairs strategic plan positions the University to develop and strengthen partnerships with industry, other UNC System institutions, and community partners through curriculum redesign and facilitation of collaborative initiatives.
The development of the Academic Affairs strategic plan rested on elements of educational quality, research excellence, efficiency, productivity and performance. The plan considers the implementation and sustainability of innovative programs and addresses workforce projections for the State of North Carolina. The NCCU Academic Affairs Strategic Plan is the culmination of extensive work by a select committee. Input from faculty, students, staff, administrators, alumni, industry, employers, and partners ensures that the plan adequately addresses the needs of stakeholders while allowing some flexibility to incorporate new ideas in the future. Through a series of individual meetings, town hall forums, focus group meetings and online feedback, various methods were used to gather information to develop the plan. The NCCU Academic Affairs strategic plan seamlessly flows from the NCCU 2020 – Measures of Progress Strategic Plan and provides precise innovative objectives to implement the larger vision. The Academic Affairs Strategic Plan echoes the themes of academic excellence, effective teaching, globalization, diversity, and social responsibility.

An underlying principle of the NCCU Academic Affairs Strategic Plan is the flexibility of units to collectively implement the goals and objectives. Through the use of a dashboard system, the strategic plan will be monitored and benchmarked. Priority, cost and timelines will be assigned to each strategy. The ultimate success of the strategic plan will be determined through an evaluation process that will use qualitative and quantitative measures to assess the completion of each goal.

/ VISION
NCCU is the gateway to opportunity. The division of Academic Affairs will be a global leader in preparing a diverse student body for the opportunities and challenges of the 21st century.

/ MISSION
Academic Affairs prepares students to become visionary global leaders and innovative practitioners who transform communities by fostering a culture of inquiry, creativity, and discovery.
**ACADEMIC ENGAGEMENT**
- Shaping multiple intelligences
- Participating in collaborative learning opportunities
- Engaging in reflecting learning
- Incorporating technology appropriately and responsibly

**INNOVATION AND TRANSFORMATIVE LEADERSHIP**
- Questioning and challenging assumptions
- Generating new paradigms and alternative solutions
- Moving ideas to impact
- Communicating with a vision
- Acting as a change agent
- Applying culturally responsive leadership

**INCLUSIVE CULTURE:**
- Understanding cultural context
- Respecting individuality
- Promoting inclusiveness

**SOCIAL RESPONSIBILITY:**
- Committing to service
- Demonstrating social consciousness and engagement
- Driving societal change
- Creating social, economic and environmental sustainability

/ CORE VALUES
The plan includes a Vision, Mission, Core Values, Goals, Objectives and Implementation Strategies. The Vision embodies the future direction of NCCU Academic Affairs. Working towards this Vision challenges NCCU Academic Affairs to maintain a dynamic and capable environment. The Mission captures the present responsibility of NCCU Academic Affairs. Preparing inquisitive, innovative, and creative leaders drives existing programs and decision-making. A brief overview of the Goals including information about implementation is described below.

TEACHING, RESEARCH AND SCHOLARSHIP

NCCU continues to elevate its status as an institution dedicated to providing quality education. Toward this goal, NCCU is transitioning to a research-driven institution. By enhancing teaching, research and scholarship, NCCU Academic Affairs will attract and retain high quality faculty and students. Professional development for both faculty and students will allow for the effective use of technology and integration of new teaching and learning methods. Recognizing faculty and student research and scholarly accomplishments encourages achievement. To promote research, implementation strategies include planning for maintenance of facilities and equipment, and establishing an Office of Undergraduate Research.

CROSS-DISCIPLINARY EDUCATION

Cross-disciplinary teaching and learning purposefully involves the collaboration of two or more disciplines in a course, project or activity. Cross-disciplinary education allows students to recognize the connections between seemingly unrelated subjects and prepare them to be competitive in a dynamic labor market. To achieve the goal of collaborative learning across disciplines, the plan suggests the development and creation of several new programs, including a Department of Translational Sociology and a Department of Interdisciplinary Studies.
INNOVATION AND TRANSFORMATIVE LEADERSHIP

NCCU Academic Affairs is committed to promoting a culture of creativity and intellectual development. Workshops, online resources, and course are a few of the mechanisms that will be used to infuse the practice of innovation into the academic program. Students will be involved in projects on- and off-campus that embrace innovation. NCCU Academic Affairs will encourage innovation and entrepreneurship within the faculty and promote the commercialization of intellectual property through inventor-friendly initiatives and recognition. NCCU Academic Affairs will also raise awareness of and expand opportunities to develop vision-driven, flexible and culturally responsible leaders. Courses and workshops can assist students in their transformative leadership development. Planning is essential to effective leadership. Creating a plan of activities and interests will allow students to reflect on their progress in meeting and advancing their academic career and leadership goals.

INCLUSIVE CULTURE

As a division, NCCU Academic Affairs embraces the historic mission of the university serving minority populations. The demographics of the NCCU student body include many first-generation college students and those with various academic, social, and socioeconomic qualities. Through recruitment, development and retention of culturally conscious faculty and staff, and expanding immersion opportunities for students, NCCU Academic Affairs will create an inclusive environment.

COMMUNITY-ENGAGED CAMPUS

The NCCU mission addresses developing leaders prepared to advance the consciousness of social responsibility and civic engagement in a diverse, global society. NCCU Academic Affairs
Strategic Plan has incorporated a goal of promoting a community-engaged campus that supports sustainable social justice. To achieve sustainable social justice, the engagement must be bi-directional from the community to the university and from the university to the community. Specifically, sustainability requires that programs and activities are developed with financial support, infrastructure, leadership and student participation that can withstand changes inside and outside the university. Community-engaged research and service learning are two key components that promote social responsibility.

CONCLUSION

NCCU is positioned to make a significant contribution to the needs of the state of North Carolina. Its educational research programs are geared to a changing market. Graduates will successfully compete in a variety of professional careers including the growing healthcare industry. The NCCU Academic Affairs Strategic Plan supports a campus environment that promotes diversity, social responsibility and global awareness. The plan also addresses the infrastructure, resources and academic programming necessary to achieve student success and produce competitive graduates. NCCU Academic Affairs recognizes the changing demographics of the student population, and this plan addresses the need to be flexible, innovative and responsive in teaching and learning. In addition to moving the University forward, the implementation of the Academic Affairs strategic plan will create a competitive advantage for the University. The successful completion of the strategic plan will allow the University to capitalize on the strengths that are particular to a comprehensive, master’s level institution.

“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.”

-Dr. Johnnetta Cole
Goal 1. Enhance teaching, research, and scholarship among faculty.

Objective 1.1. Elevate teaching and the scholarship of teaching.

» Provide resources to support the Office of Faculty Professional Development to promote the scholarship of teaching, learning, online pedagogies, and assessment through seminars and workshops.

» Create, adapt and implement successful best practices and models of teaching and research through learning communities.

Objective 1.2. Promote research among faculty including directed student research and professional development opportunities.

» Create research and teaching expectations of faculty within research institutes.

» Develop an infrastructure to support translational research in the behavioral and social sciences.

» Recruit and retain faculty and prepare students with expertise in high-priority research areas that will enhance the economic development of the state of North Carolina.

» Create and implement a universal plan for the maintenance and sustainability for research facilities and equipment.

» Build and sustain collaborative information technology infrastructure to support the increasing role of academic research computing.

Objective 1.3. Enhance discipline-specific mentoring of junior faculty in teaching and research.

» Establish a mentoring program for junior faculty in each academic unit.

» Create an online resource guide for junior faculty to acquire information essential to teaching, research, scholarship and external funding at NCCU.
Objective 1.4. Highlight and reward faculty and student achievements.

» Design a strategy to showcase faculty and student achievements at the departmental, College, and University level.

» Expose high-profile publications and achievements of students and faculty externally.

» Recognize outstanding research and teaching during Spring Commencement

Objective 1.5. Enhance Teaching and Learning

» Identify departmental needs for instructional professional development including workshops and seminars on pedagogy and andragogy.

» Expand the budget within the office of Faculty Professional Development to support instructional strategies related to developing student multiple intelligences.

» Implement a data-driven assessment of newly adopted strategies as a result of professional development activities.

» Incorporate personalized instruction based on student interests and demographics in the design and implementation of course content and instruction to maximize successful degree attainment.

Goal 2. Create an environment of collaborative learning and cross disciplinary programming.

Objective 2.1. Provide faculty and staff professional development on how to foster collaborative, cross-disciplinary teaching and learning.

» Conduct training on the development of cross-disciplinary Program Learning Outcomes (PLOs).

» Develop online database of definitions and examples of cross-disciplinary classes and programs.
Create and reference online webinars and digital archives for continued learning.

Objective 2.2. Define, create, and promote flexible, cross-disciplinary schedules, courses, and programs.

Redesign the GEC to reflect more cross-disciplinary teaching and learning.

Provide assistance in preparation of grant-applications that promote interdisciplinary research.

Collect input from employers and community partners on desired interdisciplinary skills and knowledge.

Develop Memoranda of Understanding (MOUs) with community colleges that will integrate the sharing of faculty, research, resources, collaborative teaching and academic programming.

Objective 2.3. Create experiences that require students to rely upon cross-disciplinary teaching and learning.

Invite faculty and student organizations to participate in symposiums on collaborative and interdisciplinary teaching and learning.

Develop criteria for electronic student portfolios that capture cross-disciplinary experiences.

Objective 2.4. Employ innovative approaches to teaching and learning that promote creative thinking and problem solving.

Identify departmental needs for implementation of appropriate technologies that will enhance content delivery in specific disciplines.

Incorporate project-based learning and real-world application of content to allow students creative ways to demonstrate mastery of subject matter.

Identify flexible learning opportunities that foster creative thinking and problem solving through virtual space and technology.

Apply Quality Matters Rubric to course design.
Objective 2.5. Develop a system of self-appraisal to optimize student success.

» Guide students in self-appraisal in University College.
» Create and utilize instruments to assess students’ self-reflections.
» Implement peer reviews to create opportunities for students to give and receive constructive feedback.

Goal 3. Develop innovative, versatile, and culturally responsive leaders.

Objective 3.1. Provide professional development opportunities for faculty and staff that expand on their understanding of transformative leadership.

» Provide professional development opportunities including basic leadership training, advising, reflective writing, career planning, identifying campus opportunities and other topics to campus and community partners to better support students in developing their leadership goals.

» Provide students with a progression of instructional opportunities in leadership development and scholarship that include for-credit discipline-specific leadership and “Shadowing a Leader” courses.

Objective 3.2. Increase career and other professional development resources and structures to provide students and faculty with a better understanding of leadership.

» Guide students in creating a plan of activities and interests in the “First Year Experience” course for both academic and co-curricular opportunities that align with their leadership goals.

» Guide students each semester and through their matriculation through a review, reflection and revision of their leadership plan to meet academic and career goals.
» Administer assessments to gauge leadership potential and skills at graduation.

Objective 3.3. Expand the current student leadership structure to include a more comprehensive community of leaders in campus decisions and planning.

» Increase representation from the broader student body, in campus decisions and planning.

» Solicit faculty, staff, and community nominations of prospective student leaders.

Objective 3.4. Provide faculty, administrators and students professional development on the philosophy, principles, and practices to initiate and sustain a culture of innovation.

» Require a workshop for NCCU graduate students and researchers that will provide an overview of the process from innovation to commercialization.

» Provide online resources available for training in the practice of innovation.

» Incorporate a theme in the GEC on the theory and practice of innovation.

» Establish a “Launch the Venture” program, or partner with UNC’s existing program that consists of a series of courses designed to teach, empower, and inspire entrepreneurial teams at NCCU to launch commercial businesses and social ventures.

» Provide new funding for initial studies, gap funding and research leading to intellectual property.

Objective 3.5. Incorporate innovation as a focus within and across academic programs.

» Design and implement interdisciplinary innovation tracks or concentrations within various majors that involve a Senior Innovation Design Project.
» Establish community-based outlets to showcase NCCU innovations.

» Build strategic partnerships with businesses, health and social service agencies, and arts organizations to involve students in creative strategies to address real-world problems.

» Establish internships for students with corporations and agencies that promote a culture of innovation.

» Expand relationships with entrepreneurs to encourage student involvement in start-up ventures.

» Foster student-facilitated and faculty-advised projects that provide contract-based services or consulting services to meet the research and development needs of community partners.

» Leverage the expertise of the Intellectual Property Law Institute (IPLI) to expand NCCU technology transfer.

» Include patent applications as scholarly works for the purposes of reappointment, promotion and tenure evaluations.

Objective 3.6. Engage students in creative processes that encourage them to challenge assumptions, develop new paradigms, and generate alternative solutions for real world problems.

» Establish a campus “Innovation Think-Tank” for faculty, staff, and students.

» Establish incubator spaces on campus where students can access shared business resources and infrastructure needed to launch their own start-up ventures.

» Establish a NCCU-owned off-campus Innovation Hub in Downtown Durham to facilitate engagement with local businesses.
Goal 4. Create an inclusive environment that promotes an understanding of diverse perspectives, respect for individuality and community and the practice of cultural competence.

Objective 4.1. Attract, recruit, support and retain a highly productive faculty and staff with a wide-range of abilities and from diverse backgrounds including race, ethnicity, geography, sexual orientation, gender, and class.

» Place advertisements for positions in outlets that are most likely to attract individuals who could make contributions to diversity.

» Provide resources through the Office of Faculty Professional Development to create a climate that supports diverse faculty, integrate diverse faculty into academic planning, and create campus diversity initiative.

Objective 4.2. Incorporate contributions or work related to global diversity and community engagement in the evaluation of teaching, research and service.

» Emphasize how contributions relate to the mission, conceptual framework or guiding principles of the unit.

» Create a Diversity Advisory Committee to monitor, promote and advance the progress of attaining diversity.

» Identify, inventory, and make available coordinated efforts and diversity resources including consulting with Student Affairs units and communicating current diversity programs.
Objective 4.3. Expand immersion experiences, opportunities, and other co-curricular activities for students, faculty, and staff to connect cross-culturally and globally.

» Identify service and experiential learning opportunities to address cross-cultural awareness.

» Develop concentrations that focus on cross-cultural and multicultural topics.

» Enhance the quality of education for students by integrating new research and pedagogy on ethnicity, class, gender, and identity transformation into major courses in the curriculum.

» Increase external funding for the Office of International Affairs for servicing international students, faculty, and staff.

Goal 5. Promote a community-engaged campus that supports social responsibility and economic development.

Objective 5.1. Increase the synergy among units participating in social engagement.

» Assign oversight and promotion of the communications web site and social networks for community engagement activities to the Office of Community Service and Outreach.

» Inventory programs, curriculum, service learning, and community engagement on an annual basis.

Objective 5.2. Incorporate service learning and social responsibility in
the evaluation of teaching, research and service.

» Include service and teaching activities that address social responsibility in unit annual reports.

» Include in job descriptions an emphasis on social responsibility and its support of the mission of the institution.

Objective 5.3. Provide incentives, recognition of, and rewards for faculty, staff and students who engage in actions that demonstrate social responsibility.

» Establish a recognition award given by Academic Affairs.

» Establish incentives, recognition and awards at the unit level.

Objective 5.4. Develop programs, curricula, service learning activities, and community engagement events to promote sustainable social responsibility and economic development.

» Ensure that proposed programs will provide evidence of community engagement, social responsibility, and economic development.

» Expand annual symposia on community-engaged research with faculty and student presentations.