



**NC Central**  
UNIVERSITY

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**STRATEGIC  
PLAN**

**2019-2024**



**CHARTING A NEW LANDSCAPE FOR STUDENT-CENTERED SUCCESS**





IF YOU LOOK AT HISTORY,  
INNOVATION

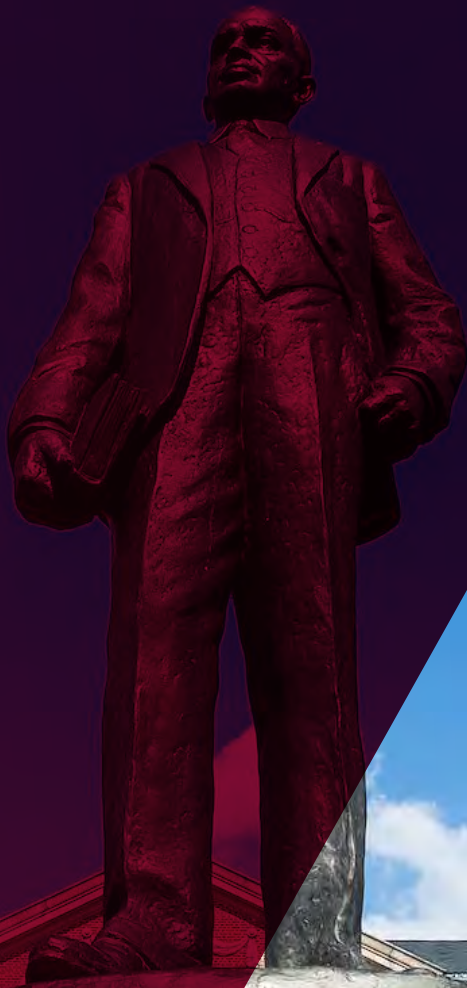
DOESN'T COME JUST  
FROM GIVING PEOPLE

INCENTIVES; IT COMES

**“If you look at history, innovation  
doesn't come just from giving people  
incentives; it comes from creating  
environments where their ideas  
can connect.”**

STEVEN JOHNSON





**JAMES EDWARD  
SHEPARD**  
1875 · · · 1947

**FOUNDER & PRESIDENT  
NORTH CAROLINA COLLEGE  
AT DURHAM  
1910 · 1947**



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## MESSAGE FROM THE **CHANCELLOR**

DR. JOHNSON O. AKINLEYE

FEBRUARY 2019

The mission statement of North Carolina Central University states that the institution will “prepare students to become global leaders and practitioners who transform communities.” More than a century after its founding and nearing 110 years of serving as a hub of intellectual and cultural discourse for North Carolina and the nation, the university has completed a new, transformational and innovative five-year strategic plan titled, **“Charting a New Landscape for Student-Centered Success.”** Much gratitude is due to those who participated in developing and preparing this plan, including members of the Strategic Plan Committee, subcommittee chairs, students, faculty, staff, members of the greater Triangle community, Board of Trustees members, alumni and other stakeholders involved in this six-month process. Their dedication and efforts ensured that the plan is holistic and maintains a focus on student-centered success.

North Carolina Central University’s 2019-2024 Strategic Plan is pivotal to the institution’s success and direction moving forward. Ultimately, this plan will guide which students we recruit, how we teach, how we engage in research, and how our students fare in the marketplace. It also presents a thumbnail picture of some of the issues we must address in order for our university to undergo a transformational experience. We are attracting 21<sup>st</sup> century scholars who, through implementation of The Eagle Promise, will achieve success in the workforce or by pursuing graduate or professional studies. Our graduates leave NCCU having engaged in global experiences, having worked in competitive internships and having acquired leadership skills that will set them apart in their chosen professions.

Through its four central goals – Student Access and Success; Innovation, Research and Entrepreneurship; Collaboration and Partnerships; and Institutional Sustainability – “Charting a New Landscape for Student-Centered Success” will transform nearly every aspect of our university’s operations. Our new strategic plan is designed to be active and responsive enough to see the university through the next five years, despite inevitable changes in higher education and the marketplace. The goals, objectives and strategies established by the plan will encourage greater collaboration, interdisciplinary programming and accountability, both internally with faculty and staff, as well as with external constituents – from employers and our partners in the Research Triangle Park – to organizations and non-profit entities that help fuel our community engagement activities.

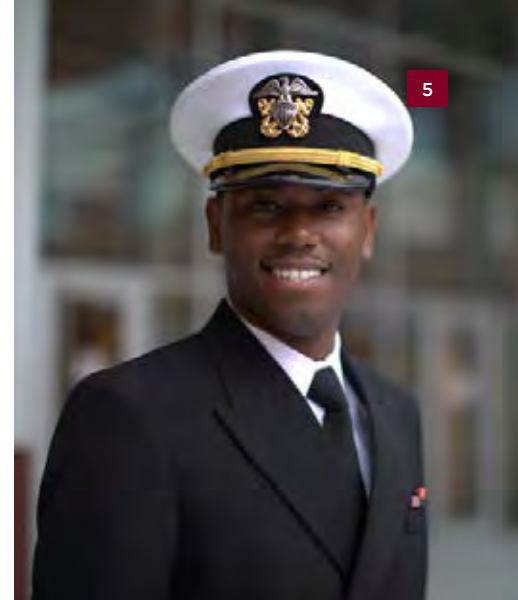
I encourage you to become familiar with this living document. All divisions, colleges, schools and departments should make sure that their plans align with this new strategic orientation.

Together, let us take our bold vision for student-centered success forward as we invest in the future of our Eagle community!

In Truth and Service,

Johnson O. Akinleye, Ph.D.  
Chancellor





## EXECUTIVE SUMMARY

The North Carolina Central University Strategic Plan for 2019-2024 is the result of a planning process that was deliberate in its focus on the needs of students, as well as the faculty, staff and administration who are committed to producing graduates who exemplify “The Eagle Promise.” The process focused on developing a collaborative campus culture that eliminates siloed planning and establishes an environment that is cross collaborative in nature and involves developing partnerships across campus, throughout the community, Triangle region and North Carolina. To that end, the Strategic Planning Committee was deliberate in developing integrated goals that will require multiple campus and external entities to work together to ensure full implementation of each goal.

The plan’s theme, “Charting a New Landscape for Student-Centered Success,” emphasizes the university’s commitment to students at every level of its operation. Each goal is accompanied by objectives and measurable strategies that, when implemented, will position North Carolina Central University as a top-tier institution that has a robust and flexible curriculum, innovative research, market responsive co-curricular programming and impactful community engagement. As a result, NCCU will produce graduates that exemplify “The Eagle Promise.”

NCCU has made significant strides in educating leaders in multiple disciplines and industries who have significantly impacted their communities, regions, states, the nation and the world. The implementation of the current strategic plan will strengthen the university by creating a culture of collaborative engagement, innovation and economic impact in the region, and position the university as a major player in the development of North Carolina’s economy moving forward.

### **Student Access and Success**

NCCU recognizes that an ever-diversifying student population requires attention to their needs to ensure that equitable access is provided so that success can be realized in an quickly evolving market.

### **Innovation, Research and Entrepreneurship**

The university seeks to position itself as a higher education institution that increasingly prepares students to become transformational leaders and practitioners equipped to respond to the needs of the communities they serve.

### **Collaboration and Partnerships**

Much of what we will be able to accomplish through this strategic plan will require collaboration with organizations and agencies that provide robust experiences for our students.

### **Institutional Sustainability**

As the university seeks to advance its priorities through efficient use of resources, it realizes the need to ensure sustained incremental progress.



## UNIVERSITY OVERVIEW

**N**orth Carolina Central University (NCCU) is a nationally ranked historically black university founded in 1910 in Durham, North Carolina, by pharmacist and religious educator Dr. James E. Shepard. The university serves as a hub for intellectual dialogue and discourse and a source of academic distinction and game-changing innovation for North Carolina, the United States and the world. It is the oldest publicly-funded liberal arts college for African-Americans in the nation. Located in state's Research Triangle, NCCU has an enrollment of 8,200 students (Fall 2018) who hail from North America, Africa, Asia, South America and Europe. NCCU is a constituent institution of the University of North Carolina System.

The university offers bachelor's degrees in 100 disciplines, master's degrees in more than 40 areas, and a Ph.D. in Integrated Biosciences. NCCU's signature graduate and undergraduate degrees are housed in seven colleges and schools: College of Arts and Sciences; College of Behavioral and Social Sciences; School of Business; School of Education; School of Graduate Studies; School of Law; and School of Library and Information Sciences. Identified as a Community Engaged Institution by the Carnegie Foundation for the Advancement of Teaching, the NCCU community lives

by the institution's motto of "Truth and Service." NCCU became the first state-supported university in North Carolina to require community service for graduation. On average, students contribute thousands of public service hours, which is valued at millions of dollars in return to the surrounding economy.

NCCU is a leader in the scientific study of health disparities, offering students the opportunity to gain laboratory skills and experience working with faculty researchers and pharmaceutical and biotechnology industry professionals. The Biomanufacturing Research Institute and Technology Enterprise (BRITE) and Julius L. Chambers Biomedical/ Biotechnology Research Institute (BBRI) collaborate frequently with pharmacy and biotech companies in and outside of the Research Triangle region. In 2017-2018, the university generated more than \$26.8 million in grants and other funding for sponsored research to support groundbreaking research into health issues that disproportionately affect minority and underserved populations, including Type 2 diabetes, cardio-metabolic diseases, as well as prostate, breast and pancreatic cancers.

**NCCU is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate, master's, educational specialist and doctoral degrees.**





## CHARTING A NEW LANDSCAPE FOR STUDENT-CENTERED SUCCESS

### PLANNING - A CROSS-COLLABORATIVE PLANNING PROCESS

North Carolina Central University engaged in a planning process designed deliberately to produce a robust and forward thinking strategic plan. This plan is consistent with the University's holistic approach to achieve its mission to "prepare students to become global leaders and practitioners who transform communities" and it embraces intra-campus, inter-agency and community synergy. The unspoken, overarching goal of the planning effort is the strengthening of NCCU as an institution, as the institution strengthens students and prepares them for the next chapter of their lives.

After appointing a Planning Committee to develop the strategic plan, Chancellor Johnson O. Akinleye's suggested guiding principles - innovation and research; degree completion; economic and community development; collaboration and partnerships; and entrepreneurship - were used to craft an initial view of requirements critical to ensuring that the University's mission continues to be fulfilled in a manner that is relevant and responsive to shifts in demographic trends and workforce demands. This led to the Planning Committee's decision to produce a plan containing interwoven, interdisciplinary goals and objectives that will transform the University from a silo-centric operational paradigm to a student-centric operational paradigm.

Four goal areas were identified:

- Student Access and Success**
- Innovation, Research and Entrepreneurship**
- Collaboration and Partnerships**
- Institutional Sustainability**

These goals are aligned with the University of North Carolina System's "Higher Expectations" 2017-2022 strategic plan goals: Access, Student Success, Affordability and Efficiency and Economic Impact and Community Engagement.

As an institution of higher education and a member of the University of North Carolina System, North Carolina Central University is accountable to multiple constituent groups - students, alumni, staff, faculty, administrators, recruiters, employers, partner organizations, community groups and citizens of North Carolina. Members of each of these constituent groups were invited to provide input on the direction and focus of the strategic plan by participating in one of 25 focus group sessions and by responding to a survey administered to these groups. Feedback from all constituent groups was used to refine the Planning Committee's work and prioritize the objectives and strategies ultimately included in this plan.



/ UNIVERSITY VISION AND MISSION /

## 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

North Carolina Central University, with a strong tradition of teaching, research, and service, prepares students to become global leaders and practitioners who transform communities. Through a nationally recognized law school, highly acclaimed and innovative programs in visual and performing arts, sciences, business, humanities, and education programs, NCCU students are engaged problem solvers. Located in the Research Triangle, the University advances research in the biotechnological, biomedical, informational, computational, behavioral, social, and health sciences. Our students enhance the quality of life of citizens and the economic development of North Carolina, the nation, and the world.





## CORE VALUES

## CORE VALUES

Student-Centered Success is NCCU's guiding principle. Through the synergistic alignment of NCCU units, programs, policies and processes, we will fulfill **"The Eagle Promise."** The charting of this new, highly integrated landscape is grounded in the implementation of four core university values: collaboration, inclusiveness, integrity and efficiency.

<b>COLLABORATION</b>	<b>INCLUSIVENESS</b>
<b>INTEGRITY</b>	<b>EFFICIENCY</b>

### COLLABORATION

- Synergy among university entities; interdisciplinary approaches among all academic disciplines; team approaches to problem solving and decision making are encouraged and recognized.

### INCLUSIVENESS

- A culture of respect for all forms of diversity that permeates throughout the campus, promotes civic engagement and upholds shared governance among faculty, staff, administration and students.

### INTEGRITY

- Striving, through transparency, to do what is right in the day-to-day operations that models principled behavior and sound business practices.

### EFFICIENCY

- Leveraging skill sets and resources to streamline policies, procedures and workflows that align with strategic priorities and help influence data-driven decisions.





## INTEGRATED GOALS, OBJECTIVES AND STRATEGIES



### GOAL 1. STUDENT ACCESS AND SUCCESS

NCCU will ensure delivery of The Eagle Promise to increase student access and success.

**Objective 1.1** – Provide opportunities for college access for students with historically limited access to higher education while growing enrollment.

- Develop affordable pathways to degree completion by utilizing the newly established Office of Outreach to create partnerships with community agencies, K-12 school systems and community colleges.
- Increase access for underserved student populations through expansion to at least two new remote markets, with emphasis on Tier 1 and 2 counties.
- Develop a robust scholarship program to support the enrollment of low-income and rural students.
- Graduate 25% more students from low-income backgrounds.
- Graduate 16% more students from Tier 1 and Tier 2 counties in North Carolina.



**Objective 1.2** – Create a campus-wide Student Success Plan which integrates students' overall campus engagement to increase degree attainment.

- Strengthen campus-wide upper division academic advising infrastructure, including professional development, knowledge of appropriate curriculum, co-curricular opportunities and usage of technology.
- Continue students on their path to graduation by providing funding for initiatives that support student progression through their curriculum, including scaling programs such as Aspiring Eagles, as well as promoting summer semester.
- Increase work-study, internship, co-op, and part-time job opportunities for students through the creation of a student employment office in partnership with Career and Professional Development and Human Resources.
- Develop student leadership skills by creating more intentional opportunities for engagement in leadership experiences.
- Offer program customization to give students the opportunity to complete their degree on-campus, on-line, or in a hybrid mode.
- Achieve a first-time, first-year student retention rate of 85% for undergraduate students.
- Achieve a five-year graduation rate of 52% for undergraduate students.

**Objective 1.3** – Develop innovative curricula which appropriately align with 21st century higher education outcomes and workforce demands.

- Institute a General Education Curriculum, which infuses the University's core values and high impact practices into academic curricula across campus.
- Graduate 43% more students in critical workforce areas by fall 2022 by expanding degree opportunities in these areas as identified in the UNC System performance metrics.
- Address emerging fields relative to North Carolina workforce demands such as healthcare, technology, and data sciences by creating a new college or school.

- Strengthen student learning through the cultivation of an intellectual climate and campus culture that deploy leading-edge, innovative teaching strategies infused with high-impact practices.
- Support interdisciplinary and collaborative efforts in the curricular and co-curricular initiatives in critical workforce spaces.
- Support high-achieving students by developing an Honors College.

**Objective 1.4** – Invest in initiatives that promote global immersion for the campus community.

- Support a more powerful international experience by hiring a Senior International Officer for leadership of the Office for International Affairs, including the establishment of a more robust structure.
- Provide opportunities and support for student engagement in global service learning opportunities.
- Increase the number of faculty-led study abroad opportunities by 15%.
- Increase student participation in the Global Certificate programs by 25%.
- Expose students to global perspectives by expanding, international and globally-themed course offerings by 10% across all degree programs.
- Broaden students' access to professional development and career opportunities within a global marketplace.

**Objective 1.5** - Expand NCCU Online.

- Provide opportunity, access and flexibility by expanding online degree inventory and course offerings.
- Increase the number of fully online degree programs and certificates by 25%.
- Achieve Quality Matters certification for 85% of faculty who teach online.
- Increase enrollment of fully online students by 15%.





## GOAL 2. INNOVATION, RESEARCH AND ENTREPRENEURSHIP

NCCU will expand and integrate its innovation, research and entrepreneurship and service opportunities portfolio.

**Objective 2.1** - Sustain an established infrastructure to support the transition to Research and Doctoral Carnegie Classification.

- Build university infrastructure required for a change in NCCU's Carnegie Classification.
- Support the development of additional doctoral programs through the creation of appropriate departmental and school infrastructure.
- Diversify sources of funding used to support graduate student enrollment, assistantships, fellowships and other awards.
- Incentivize increased productivity in research, scholarly, creative and artistic activity, and entrepreneurship through institutional support.
- Support infrastructure modifications by integrating sustainable technology across the campus.

**Objective 2.2** - Increase the level of extramural research and innovation.

- Support faculty grant submissions by expanding the Office of Research and Sponsored Programs by FY 2020 to include a proposal development professional who collaborates with the Office of Faculty Professional Development.
- Increase opportunities for faculty and staff interaction with a broad range of funding agencies and organizations.
- Increase extramural grant and sponsored research funding by 15% by FY 2024.
- Increase contract funding by 10% by FY 2022.
- Prioritize funding to support faculty professional development leave and related activities.
- Increase the visibility and awareness of resources available through the Technology Transfer Office.
- Identify areas of strength and growth for strategic investments, including cluster hires.
- Make strategic investments to improve research facilities.



**Objective 2.3** - Advance university-wide engagement in research, scholarly, creative and artistic activity, campus and community service learning, and entrepreneurial awareness.

- Infuse research and scholarship with entrepreneurial awareness into curricula.
- Establish a Center for Entrepreneurship as a focal point for increased use of resources available through external organizations, such as the American Underground.
- Design interdisciplinary research and scholarship opportunities for students by creating faculty learning communities.
- Increase students' level of knowledge about innovation and entrepreneurship related to their major or minor field of study through the creation of curricular and co-curricular opportunities.
- Create degree programs that include undergraduate research, collaborative experiences and experiences with entrepreneurship and innovation principles and concepts.
- Promote interdisciplinary faculty collaboration and innovation through the design of collaborative spaces.

**Objective 2.4** - Build relationships with targeted community organizations to assist with community-based participatory research, entrepreneurship and service opportunities.

- Support community growth by focusing entrepreneurial activity with the School of Business at the Millennial Campus site.
- Facilitate community outreach by formalizing partnerships with Durham Public Schools and other K-12 school systems.
- Identify opportunities for NCCU personnel to serve on boards and advisory committees.
- Pursue strategic opportunities for faculty, student and staff partnership and engagement in innovative and entrepreneurial community collaborations.



## GOAL 3. COLLABORATION AND PARTNERSHIPS

NCCU will enhance its growth, national and regional rankings, and brand by establishing new and expanding existing partnerships.

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**Objective 3.1** - Broaden partnerships locally, regionally and globally.

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- Identify at least 50 key stakeholders who have a shared interest in NCCU's success and involve their key administrators on University boards.
- Support University priorities by identifying institutions and entities for collaborative submission of at least 5 partnership proposals.
- Support the needs of our region and NCCU by establishing a structured relationship between the Durham Chamber of Commerce, City, County and other legislative bodies and NCCU's Executive Leadership team.
- Develop a campus-wide inventory of statewide economic and infrastructure projects.
- Create a protocol for developing external partnerships that are linked to university priorities.
- Champion the successes and strengths of NCCU by leveraging the influence of Board of Trustees, NCCU Foundation Board of Directors, Boards of Visitors, administrators, faculty, staff and alumni.
- Increase the number of Memorandum of Understandings and partnerships by 15%.

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**Objective 3.2** - Engage alumni in the everyday life of the university across the campus.

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- Identify a minimum of two university ambassadors as liaisons for alumni chapters.
- Expand the Office of Admissions' Honorable Eagle Alumni Recruitment Team (HEART) program to train 10% more alumni participants.
- Annually increase the number of opportunities for alumni to share their expertise by serving as guest lecturers.
- Identify internship opportunities by partnering with the Alumni Student Employment and Outreach Committee (SEOC) in the creation of an alumni registry.

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**Objective 3.3** - Expand NCCU's brand by promoting the strength and success of its academic and athletic portfolios.

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- Assess the strength of NCCU's brand and its effectiveness of representing the university.
- Elevate the institution's distinctiveness in areas, including academics and athletics, through development of a strategic communications and marketing plan.
- Promote faculty research, scholarly, creative and artistic activity, and economic impact, through annual publications.
- Improve Athletic Facilities inclusive of a Wellness Center.



# EAGLE ACCESS

NORTH CAROLINA CENTRAL UNIVERSITY &  
ALAMANCE COMMUNITY COLLEGE

*An Educational Partnership*



OFFERING PROGRAMS LEADING TO A  
BACHELOR'S DEGREE

include the School  
of Business and Sciences and  
School of Social Sciences



ONLINE





## GOAL 4. INSTITUTIONAL SUSTAINABILITY

NCCU will increase and sustain university-wide resources to support and advance institutional priorities.

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**Objective 4.1** – Implement best practices to ensure comprehensive and integrated efficiency, compliance and accountability for all university systems, processes and procedures.

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- Identify areas of improvement by conducting an external gap analysis assessment of university systems, processes, and procedures by division.
- Guide the timeline for implementation of recommendations through prioritization of results from the gap analysis.
- Develop maintenance and disaster recovery plans for each process improvement initiative.
- Increase student representation on targeted university-level committees.

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**Objective 4.2** - Increase access to opportunities for professional development to ensure faculty and staff success.

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- Provide financial resources for career enhancement and retooling.
- Create leadership and project management training opportunities for support staff and faculty.
- Sustain leadership in key positions on campus through the development of succession plans.
- Require inclusion of measurable professional development goals in the annual evaluation of faculty, staff and administrators.
- Provide a broader range of faculty and leadership development initiatives and services through expansion of the Office for Faculty Professional Development infrastructure.

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**Objective 4.3** - Develop an infrastructure plan that is scalable for the University to support growth.

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- Support efficient and effective decision-making across the university through creation of a data analytics group.
  - Support University growth by developing a clear strategy, including a timeline for the number of students, faculty and staff needed.
  - Support the current needs and strategic directions of the entire campus by operationalizing a plan that leverages technology.
  - Integrate sustainable technology throughout the innovation, research, entrepreneurship and service portfolio.
  - Align resource allocation with institutional priorities by implementing a performance-based budget model.
  - Create a repair and maintenance fund that is accessible to all units on campus.
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**Objective 4.4** – Align and prioritize fundraising goals with strategic programmatic needs of the university.

- Enhance fundraising results by increasing the levels of staffing, expertise and investment.
- Launch a comprehensive campaign.
- Identify a pool of prospective planned giving donors for cultivation and solicitation.
- Increase donor participation from 12% to 20%.
- Establish a university liaison focused on economic development and entrepreneurship.
- Determine how resources and services can be leveraged to support the efforts of the university by reviewing all contracts and agreements.
- Create a naming opportunity inventory.





**“Collaboration is important not just because it’s a better way to learn. The spirit of collaboration is penetrating every institution and all of our lives. So learning to collaborate is part of equipping yourself for effectiveness, problem solving, innovation and life-long learning in an ever-changing networked economy.”**

**DON TAPSCOTT**







**NC Central**  
UNIVERSITY

Discover what's Central to you.

# STRATEGIC PLAN 2019-2024

[WWW.NCCU.EDU](http://WWW.NCCU.EDU) | 919.530.6100

At a cost of \$4.15 each, 500 copies of this public document were printed in Spring 2019.