

**NORTH CAROLINA CENTRAL UNIVERSITY
DURHAM, NORTH CAROLINA
MINUTES OF A SPECIAL CALL MEETING
OF THE
BOARD OF TRUSTEES
December 10, 2010**

The NCCU Board of Trustees held a special call meeting and met via telephone conference call and a public forum was provided in the Chancellor's Conference Room in the Hoey Administration Building. Chairman Adams called the meeting to order at 3:00 p.m. He recognized Ms. Anita Parker to call the roll.

ROLL CALL: Present: Mr. Glenn Adams, Mr. Charles Baron, Mr. Robert Dolan, Mr. Harold Epps, Mr. George Hamilton, Mr. Eric Michaux, Mrs. Avon Ruffin, Mrs. Kay Thomas, Mr. Carlton Thornton, Ms. Nancy Wysenski. Absent: Mr. Dwayne Johnson, Dr. Dwight Perry, and Mr. Paul Pope.

ADOPTION OF THE AGENDA: It was moved by Trustee Thomas and properly seconded that the agenda be adopted. The motion carried.

CHAIR'S REMARKS: Chairman Adams informed the Board, as Chair of the Board of Trustees, it is his responsibility to remind all members of the Board of their duty under the State Government Ethics Act to avoid conflicts of interest and appearances of conflict of interest as required by this Act. Each member has received the agenda and related information for this Board of Trustees meeting. If any board member knows of any conflict of interest or appearance of conflict with respect to any matter coming before the board of trustees at this meeting, the conflict or appearance of conflict should be identified at this time.

The committee heard a presentation from Yolanda Banks-Deaver, Interim Vice Chancellor for Finance and Administration, and Claudia Odom Hager, Associate Vice Chancellor for Finance and Process Improvement, regarding the proposed Tuition and Fee Rate Increases for FY 2011 – 2012.

It was moved by Trustee Wysenski and properly seconded by Trustee Epps that the NCCU Board of Trustees approve the recommendations to request the UNC Board of Governors to consider the FY 2011 – 2012 tuition and fee rate increases and forward all relevant information to UNC Board of Governors for final action. The motion carried.

The committee heard a presentation from Chancellor Nelms and Johnnie Southerland, Director, Strategic Planning regarding the NCCU 2020 Strategic Plan.

It was moved by Trustee Epps and properly seconded by Trustee Baron that the NCCU Board of Trustees approve the NCCU 2020 Strategic Plan. The motion carried.

It was moved by Trustee Baron and properly seconded by Trustee Thomas to go into closed session to discuss a personnel matter pursuant to NCGS 143.318.11(a)(6).

CLOSED SESSION

The committee heard a presentation from Dr. Hazell Reed, Vice Chancellor for Graduate

Education and Research, who presented a candidate for the position of Professor Department of English/Associate Vice Chancellor for Research/Dean, School of Graduate Studies. Dr. Reed shared with the committee the candidate's credentials and indicated a national search was conducted, 45 applied and 3 were interviewed by the search committee.

The committee heard a presentation from Chairman Adams, regarding the appeal for Disciplinary Sanction of a student. A subcommittee consisted of Chairman Adams, Trustee Thomas, and Trustee Thornton – Attorney Jackson Holloway and Attorney Murphy were in attendance when the subcommittee met on November 16, 2010.

Trustee Baron moved and it was properly seconded by Trustee Thomas to reconvene in open session. The motion carried.

OPEN SESSION

It was moved by Trustee Michaux and properly seconded by Trustee Epps that the Board of Trustee approve the candidate for the position of Associate Vice Chancellor for Research/Dean, School of Graduate Studies and Professor, Department of English with tenure and directs the staff to forward all relevant information to the UNC Board of Governors for final action. The motion carried.

It was moved by Trustee Michaux and properly seconded by Trustee Baron that a letter be sent to the student, signed by Chairman Adams, notifying the student of the action the NCCU Board of Trustee has taken regarding his appeal of Disciplinary Sanction. The motion carried.

CHAIR'S ANNOUNCEMENTS:

NCCU Commencement - Saturday, December 11, 2010, at 9:00 a.m. McLendon/McDougald Gym

Those trustees who are required to participate in an Ethics and Lobby Education Presentation have been provided with the schedule, power point presentation and certification form. Please note 4 sessions will be held on the NCCU Campus – January 21, February 18, March 18 and April 15, 2011.

Each Trustee has been provided a copy of the revised NCCU Board of Trustees By-Laws.

Each Trustee has been provided a reminder from the NC Ethics Commission regarding the Holiday Gift Ban Law.

A special call meeting of the NCCU Board of Trustees is scheduled for December 16th at 2:00 p.m.

There being no further business, it was moved by Trustee Thomas and properly seconded to adjourn. The motion carried.

Respectfully submitted:

Anita K. Parker
Recorder



**North Carolina Central University
FY 2011-12 Proposed Tuition and Fees Rate Increase**

**Board of Trustees Meeting
December 10, 2010**

The proposed tuition and fee increases for North Carolina Central University are presented for your review and approval prior to submission to UNC-General Administration and the UNC Board of Governors. This information was presented to the Board of Trustees during a tuition and fees policy discussion at its November 16, 2010 meeting. University administration met with the undergraduate and graduate students the evenings of November 18th and 22, 2010. The recommendations presented in this document were discussed with the students. The students had several questions about the recommendations; however, they did not voice a disapproval of the recommended tuition and fee increases. As discussed at the November 2010 Board of Trustee meeting, the next step is your review and decision about the tuition and fee recommendations.

The following table summarizes the tuition and fees ceiling for NCCU as established by the Tuition and Fees Four Year Plan approved by the Board of Governors in 2010. For undergraduate resident students, the tuition and fee rates cannot exceed 6.5% and the tuition and fee rates for undergraduate resident students must remain in the lowest quarter of its peer institutions. NCCU met those requirements in this recommendation.

**Table 1 - FY 2011-12 UNC Board of Governors
Tuition and General Fees Ceiling for NCCU**

Category	Amount	6.5% Ceiling
Undergraduate Tuition Resident*	\$ 2,812.00	\$ 182.78
Undergraduate General Fees	\$ 1,547.52	\$ 100.59
Graduate General Fees	\$ 1,484.37	\$ 96.48

*6.5% tuition ceiling applies to undergraduate resident students.

The recommendation for the tuition increase is summarized as follows:

Table 2 – Proposed FY 2011-12 Tuition Increases

CATEGORY	FY 2010-11 Tuition Rate	INCREASE \$ ANNUALLY	RATE INCREASE	PROJECTED REVENUE
Undergraduate Resident	\$2,812	\$140	5.0%	\$677,880
Undergraduate Nonresident	\$13,385	\$140	1.0%	\$83,790
Graduate Resident	\$3,518	\$210	6.0%	\$321,867
Graduate Nonresident	\$14,500	\$877	6.0%	\$176,014
TOTAL				\$1,259,551

The additional funding would support need-based financial aid and student retention through the hiring of additional faculty, academic advisors and tutors. In addition, the proposed funding would provide for instructional operating budgets, improve the technology infrastructure and fund graduate student assistantships. The additional funds will be allocated to the following critical needs listed below:

Table 3 – Proposed FY 2011-12 Tuition Expenditures

Proposed FY 2011-12 Tuition Expenditures	Budget	%
Need Based Financial Aid	\$336,980	27%
Faculty Retention	220,000	17%
Expanded Course Offerings	250,000	20%
Student Services	125,000	10%
Academic Support	193,518	15%
Technology Improvements	40,553	3%
Graduate Assistantships	93,500	7%
Total	\$1,259,551	100%

FY 2011-12 Proposed Fee Increases

The General Fee increases by category are summarized below:

Table 4 – Proposed FY 2011-12 General Fee Increases
\$100.50 increase for Undergraduates; \$96.00 increase for Graduate students

General Fee	FY 2010-11	Proposed FY 2011-12	\$ Increase	% Increase	Projected Additional Revenue
Athletics	\$583	\$624	\$40.50	6.9%	\$264,226
Health Services Fee	\$204	\$214	\$10.00	4.9%	\$65,251
Student Activity – Undergrad.	\$408	\$433	\$25.00	6.1%	\$127,305
Student Activity - Graduate	\$345	\$365	\$20.50	5.9%	\$28,800
Educational and Technology Fee	\$352	\$377	\$25.00	7.1%	\$199,275

The additional funds generated by the fee increases would be used as follows:

Athletics: \$40.50 Increase

- Additional funds would support athletic scholarships required to meet MEAC and NCAA requirements.
- Support increased cost associated with student-athletic medical treatment.
- Fund operating budget shortfalls.

Health Services Fee: \$10 Increase

- Support increased operating budget expenses
- Enhance and promote the Student Health and Wellness Program.
- Fund critical medical equipment needed for Student Health Services.

Student Activity Fee: Undergraduate - \$25; Graduate - \$20.50 increase

- Provide funds to repair the plumbing and HVAC problems in the Student Union.
- Support technology upgrades that will accommodate high speed networking, wireless technology, and a new 24 hour computer lab.
- Graduate Students: Provide support to the Graduate Student Association (GSA) to fund expanded educational, social, and other program activities.

Education and Technology Fee: \$25 increase

- Offset the cost of Network Refresh to better support wireless technology.
- Upgrade and repair Smart Classroom equipment.
- Provide technicians for Helpdesk support. Repair and remove viruses from student owned laptops.
- Provide printers and printer support in all labs.

The total effect of the tuition and general fee increase recommendation is summarized below:

Table 5 – Summary Total Impact of Proposed Tuition and General Fee Increases

Category	FY 2010-11 Tuition and Fees	Proposed Tuition Increase	Proposed General Fee Increase	Total Increase	% Increase
UG Resident	\$4,479	\$140	\$100.50	\$241	5%
UG Nonresident	\$15,052	\$140	\$100.50	\$241	2%
Graduate Resident	\$5,122	\$210	\$96.00	\$306	6%
Graduate Nonresident	\$16,104	\$877	\$96.00	\$973	6%

In addition, proposed rates increases are recommended to support the residential and food service operations. The housing increases (5% on all residence halls) are needed to support the total cost of housing, fund expanded programming, and provide funds for furniture and equipment replacement. The proposed meal plan changes are in response to a comprehensive review of the food services program. The review included focus group discussions and surveys to gain student feedback on desired meal plan options. The students asked for extended hours of operation, expanded meal plan choices, and additional flex dollars which can be used at any food service venue or concept store on campus.

The below table reflects the impact of all of the increases based on the total cost of attendance for a freshman undergraduate student.

Table 6 – Summary Total Cost of Attendance Proposed for Undergraduate Students

Undergraduate Student	FY 2010-11 Total Cost of attendance	FY 2011-12 Proposed Tuition Increase	FY 2011-12 Proposed Fee Increase	FY 2011-12 Proposed Room Increase	FY 2011-12 Proposed Board Increase	Total FY 2011-12 Proposed Increase	% Increase
Resident	\$12,546.42	\$140.00	\$100.50	\$213.00	\$310.00	\$763.50	6%
Nonresident	\$23,119.42	\$140.00	\$100.50	\$213.00	\$310.00	\$763.50	3%

If the proposed tuition, general fees, housing and dining rates is approved, the total cost of attendance for an undergraduate resident student would increase 6% for undergraduate resident students and 3% for undergraduate nonresident students. This assumes the student would reside on-campus, and obtain a 21-meal plan. Tables 7 and 8 on the subsequent page show the requested changes in the housing and dining rates.

Table 7 - Proposed FY 2011-12 Housing Rates

Residential Facility – Examples	FY 2010-11	Proposed* FY 2011-12
Annie Day Shepard Suite Style Single Occupancy	5,727	6,013
Baynes Double Occupancy Corridor Style	4,075	4,279
Building II Double Occupancy Suite Style	4,641	4,873
Building II Corridor Style Double Occupancy	4,263	4,476
Eagle Landing 3 BR	6,483	6,807
Eagle Landing 4 BR	6,129	6,435
Eagleson Double Occupancy Corridor Style	4,263	4,476
McLean Double Occupancy Corridor Style	4,075	4,279
Richmond Hall Corridor Style Double Occupancy	4,263	4,476
Richmond Hall Double Occupancy Suite Style	4,641	4,873
Ruffin Suite Style Double Occupancy	5,113	5,368
Ruffin Suite Style Single Occupancy	5,727	6,013
Rush Hall Double Occupancy Corridor Style	4,075	4,279

*The housing rate increase above ranges from \$204 to \$324 annually.

The meal plan increase accommodates additional flex dollars and a meal plan change from a 15 week meal plan to a 14 week plan and a 10 week meal plan to an eight week meal plan. The increases range from \$27 to \$319.

Table 8 - Proposed FY 2011-12 Meal Plan Changes

NCCU Dining FY 10-11 Meal Plans		NCCU Dining FY 2011-12 Proposed Meal Plans	
	Cost		Cost
21 per week/ \$75 flex	\$2,634	21 per week/ \$200 flex	\$2,953
15 per week/ \$125 flex	\$2,460	14 per week/ \$275 flex	\$2,720
10 per week / \$200 flex	\$2,116	14 per week/ \$200 flex	\$2,610
Commuter 50 / \$50	\$460	8 per week / \$350 flex	\$2,300
Commuter 75 / \$75	\$694	Commuter 50 / \$50	\$487
		Commuter 75 / \$75	\$722

NCCU 2020 Strategic Action Plan: Measures of Progress

Introduction

As we celebrate the end of our Centennial, North Carolina Central University (NCCU) is at a critical juncture of our trajectory. We take pride in numerous accomplishments such as enrolling the largest freshman class ever in 2010-2011; being named the highest ranked public HBCU in the country according to *U.S. News & World Report*, two years in a row; having the “Best Value Law School” according to *National Jurist Magazine*, two years in a row; having over 40,000 alumni and approximately 8500 current students; successfully moving to Division 1; and many other notable achievements.

As we reflect on our past and the opportunities for the future and more specifically, the next 5-10 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 Board of Trustees to increase retention and graduation rates, enroll better prepared students, conduct cutting edge research, and stimulate the state’s economic landscape. 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

Vision

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

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.

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 life-long learning

Historical Background

North Carolina Central University (NCCU) was founded in 1910 as the National Religious Training School and Chautauqua. It is the nation's first public liberal arts institution founded for African-Americans. The college was given university status in 1969 and the name was changed to North Carolina Central University. The University 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 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.

Basic Assumptions

NCCU 2020 is committed to transforming our campus to address pressing needs in our state and region. Student success is impacted by the quality of an education and the availability of resources to support student learning. In addition to the NCCU 2020 Planning Committee reviewing numerous internal and external documents highlighting the challenges and opportunities for higher education, the following assumptions were outlined 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

GOAL 1: Student Success - North Carolina Central University will create and sustain an environment of accountability and engagement which 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.

Metric 1.1.1: By January 2011, identify a specific set of variables for student success at NCCU.

Metric 1.1.2: By July 31, 2011, incorporate software to track student academic success for 2011-2012.

Metric 1.1.3: By August 2011, increase the number of students who are academically prepared for the rigors of college by 25%.

Metric 1.1.4: By August, 2011, expand academic support services for upper division and transfer students.

Metric 1.1.5: By August 2012, achieve an 80% first to second year retention rate and a 20% 4 year and 53% 6 year graduation rate.

Metric 1.1.6: 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.

Metric 1.1.7: By July 2013, adjust variables to reflect the two year assessment and incorporate new variables for 2013-2014.

Metric 1.1.8: By August 2015, achieve an 82% retention rate and a 25% 4 year and 55% 6 year graduation rate.

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.

Metric 1.2.1: By March 15, 2011, develop unit preparedness plans for 2011-12.

Metric 1.2.2: By August 15, 2011, implement all approved unit preparedness plans.

Metric 1.2.3: By December 15, 2011, evaluate unit preparedness plans for the first semester and submit for approval.

Metric 1.2.4: By August 30, 2012, implement adjustments in 2012-2013 preparedness plans.

Objective 1.3: Increase student participation in co-curricular activities.

Metric 1.3.1: By June 2011, develop a list of required and recommended co-curricular activities for each academic year for freshmen entering in 2011-12.

Metric 1.3.2: By June 2011, implement software to monitor student participation in co-curricular activities.

Metric 1.3.3: By August 2011, develop a professional development institute model for upper division students to create a pipeline for internships and full time opportunities.

Metric 1.3.4: By September 2011, conduct an assessment of all campus mentoring opportunities for students.

Metric 1.3.5: By January 2012, develop and implement departmental student mentoring plans.

Metric 1.3.6: 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.

Metric 1.4.1: By June 2011, distribute all student-related policies and procedures to the campus community.

Metric 1.4.2: By August 2011, review and modify university academic program policies to reflect higher student expectations.

Metric 1.4.3: By July 2011, incorporate overviews of policies and procedures which apprise university new and continuing employees of their roles in ensuring student success during orientation programs.

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

Metric 1.5.1: By January 2011, determine and communicate endowment funds available for scholarship support for 2011-2012.

Metric 1.5.2: By June 2011, determine merit-based scholarship needs by academic unit for 2012-13.

Metric 1.5.3: By June 2012, increase private support for merit-based scholarships by 25% and by 25% annually for 2013-2015.

GOAL 2: Public Service - 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.

Metric 2.1.1: By June 2011, communicate the University's motto to employers and incorporate the motto in career service events and programs.

Metric 2.1.2: By August 2011, incorporate the university motto, *Truth and Service*, 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.

Metric 2.2.1: By June 2011, expand the Motivational Task Force program to include more alumni.

Metric 2.2.2: By September 2011, develop targeted public service programming focused on career exploration.

Metric 2.2.3: By September 2011, utilize software to track student participation with alumni in public service activities.

Objective 2.3: Infuse a climate of public service and activism through co-curricular activities.

Metric 2.3.1: By June 2011, conduct an inventory of speakers and topics focusing on public service and activism.

Metric 2.3.2: By August 2011, establish special symposia on topics related to public service in each college and school.

Metric 2.3.3: By August 2011, submit a report on past speaker engagements and plans for 2011-2012.

GOAL 3: Community Engagement - 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).

Metric 3.1.1: By June 2011, conduct inventory of all university community engagement activities identifying niche areas.

Metric 3.1.2: By August 2011, adopt a plan for coordinating all community engagement activities.

Objective 3.2: Increase community engagement awareness.

Metric 3.2.1: By August 2011, establish a website on community engagement activities.

Metric 3.2.2: By December 2011, recognize achievements of faculty, staff, students, alumni, and stakeholders in community engagement activities.

Metric 3.2.3: By June 2012, submit a comprehensive report of community engagement activities for 2011-2012 to the university community.

Objective 3.4: Broaden collaborative relationships with K-12 public schools.

Metric 3.4.1: By December, 2011, create an action plan for support to public schools.

Metric 3.4.2: By June 2011, incorporate Durham K-12 activities into the overall community engagement initiative.

Objective 3.5: Explore collaborative opportunities for fostering economic growth.

Metric 3.5.1: By June 2011 complete an assessment of economic opportunities in areas adjacent to the campus.

GOAL 4: Internal Communications - 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.

Metric 4.1.1: By July 2011, incorporate Quality Service Initiative (QSI) expectations into performance objectives for all employees.

Metric 4.1.2: By December 2011, mandate and begin offering professional development workshops for all employees.

Objective 4.2: Improve customer service and accountability.

Metric 4.2.1: By January 2011, develop a QSI recognition program.

Metric 4.2.2: By August 2011, reiterate QSI as a campus-wide priority.

Metric 4.2.3: By December 2011, implement monitoring plans in all academic and administrative units.

Objective 4.3: Provide training for student workers.

Metric 4.3.1: By July 2011, develop and implement a comprehensive orientation plan for all student workers.

Metric 4.3.2: By January 2012, incorporate customer service in the student performance appraisal process.

Metric 4.3.3: By January 2012, develop a student QSI recognition program.

Objective 4.4: Develop a matrix of contact information.

Metric 4.4.1: By January 2011, develop an inventory with full contact information for campus-wide distribution.

Metric 4.4.2: By January 2011, review online directory for accuracy and implement a plan for regular updates.

Objective 4.5: Conduct assessment of QSI.

Metric 4.5.1: By May 2011, implement a plan to assess program effectiveness.

Metric 4.5.2: By December 2011, submit a QSI report to the university community.

Metric 4.5.3: By May 2012, implement modifications.

GOAL 5 – Intellectual Climate - 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.

Metric 5.1.1: By May 2011, conduct university-wide assessment of technological needs to support teaching.

Metric 5.1.2: By June 2011, complete review of the Center for Teaching and Learning.

Metric 5.1.3: By August 2011, complete review of the Dimensions of Learning curriculum.

Metric 5.1.4: By September 2011, conduct assessment of current faculty mentoring opportunities and develop a plan of action for 2012-2013.

Metric 5.1.5: By May 2012, expand faculty professional development in the Center for Teaching and Learning.

Metric 5.1.6: By May 2012, complete technological support for all learning environments.

Objective 5.2: Foster student learning through new programs and experiences.

Metric 5.2.1: By May 2011, increase student engagement with faculty in research by 25%.

Metric 5.2.2: By May 2011, develop a plan for increased global experiences in coursework and travel.

Metric 5.2.3: By September 2011, increase new program proposals including doctoral in areas that respond to statewide needs by 15%.

Metric 5.2.4: By December 2011, expand opportunities for student-faculty interaction outside of classroom by 25%.

Metric 5.2.5: By December 2011, design an assessment plan to measure the impact of current teaching and learning strategies.

Metric 5.2.6: By May 2012, expand funding capacity to support graduate education by 25%.

Metric 5.2.7: By August 2012, increase graduate program enrollment by 25%.

Objective 5.3: Expand the research agenda for the University.

Metric 5.3.1: By May 2012, develop plans to support faculty research consistent with academy policies and practices.

Metric 5.3.2: By May 2012, increase university funds for research and creative activity by 30%.

Metric 5.3.3: By May 2012, increase funded grants by 25%.

Metric 5.3.4: By May 2012, increase publication productivity by 10%.

Objective 5.4: Document and recognize continuous service among faculty, staff, and the administration.

Metric 5.4.1: By May 2011, begin annual reporting of faculty and staff accomplishments.

Initiatives for 2016-2020

- 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 reiterates customer service campaign.
- Conduct annual Employee Recognition Program.
- Complete annual QSI Report.
- Complete 5 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.