NC STATE UNIVERSITY

The Pathway to the Future:
NC State's 2011-2020 Strategic Plan

Report Card

Fall 2014

TIME LINE…

2010

Chancellor Woodson directs Provost Arden and chair of the faculty to direct the process with advice from an 11-member steering committee.

March 2011

Realignment plan submitted to Chancellor Woodson.

April 2011

Board of Trustees endorse *The Pathway to the Future: NC State's 2011-2020 Strategic Plan.*

Summer 2011

Three-year implementation plan created

Spring 2013

Metrics finalized, baselines and goals established

NC STATE UNIVERSITY

Goal 1: Success of Our Students
Key Accomplishments 2011-14

- 2020 Enrollment Plan
- Enrollment Wizard and Advising Dashboard
- Change of Degree Application
- Division of Academic and Student Affairs Merger
- Professional advisors/intrusive advising model
- Learning & Living Villages and other high impact activities, including QEP
- New DE tuition model
- Large Course Redesign

Enhance student success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement

How We Measure Success

Metric	Baseline (Fall 2010)	Goal (Fall 2020)	Fall 2013	Fall 2014	Trend
Enrollment Profile *Undergraduate Students (head count)*	25,246	25,713	24,536	24,473	↘
Enrollment Profile *Graduate Students (head count)*	9,130	11,287	9,473	9,516	↗
Admissions Profile *Mean SAT*	1186	1275	1242	1248	↗
Admissions Profile *Top 10% of Class*	41.8%	55%	50.3%	51.4%	↗
Student Diversity *% Female*	45%	~ 50%	44%	44%	↘
Student Diversity *% Under Represented Minority*	17%	Increase	16%	16%	↘

.

Enhance student success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement

How We Measure Success

Metric	Baseline (Fall 2011)	Goal (Fall 2021)	Fall 2013	Fall 2014	Trend
Undergrad 1st Year Retention[1,2,3]	89%	94%	92.6%	93.0%	↗
Undergrad Six Year Grad. Rate[4]	72%	80%	74%	75%	↗
Grad Student Completion Rate[4] *Masters (Four Years)*	83.0%	88%	84.4%	86.4%	↗
Grad Student Completion Rate[4] *Doctoral (Six Years)*	54.9%	60%	54.8%	59.7%	↗

1. *Fall data regards persistence of previous year's cohort, i.e. Fall 2011 baseline data is about Fall 2010 freshman cohort.*
2. *UNC-GA Performance Metric*
3. *Metric used in UNC-GA management flexibility reductions*
4. *Fall data includes completions through end of previous academic year, i.e. Fall 2011 baseline data includes completions through AY 2010-11*

NC STATE UNIVERSITY

Enhance student success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement

How We Measure Success

Metric	Baseline (Spring 2009)	Goal (Spring 2021)	Spring 2012[1]	Trend
Alumni Survey Questions: *Excellent or Good*				
How well prepared were you for graduate/professional school?	83.2%	90%	88.7%	↗
How well prepared were you for your first full-time permanent position?	77.4%	85%	78.7%	↗

1. *Latest available data: Spring 2012 Alumni Survey (given every three years)*

NC STATE UNIVERSITY

Enhance student success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement

How We Measure Success

Metric	Baseline (AY 10-11)	Goal (AY 20-21)	AY 12-13	AY 13-14	Trend
Associates Degrees	126	140	126	143	↗
Bachelors Degrees	5,175	5,800	5,468	5,535	↗
Masters Degrees	2,080	2,500	2,335	2,455	↗
Doctoral Degrees	395	540	488	494	↗
DVM Degrees	77	100	72	81	↗

Goal 2: Scholarship and Research
Goal 3: Interdisciplinary Scholarship
Key Accomplishments 2011-14

- Chancellor's Faculty Excellence Program
- University Faculty Scholars
- College realignments
  - Sciences
  - Agriculture and Life Sciences
- Enhanced policy support for interdisciplinary faculty
- Enhanced research enterprise support

Enhance student success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement
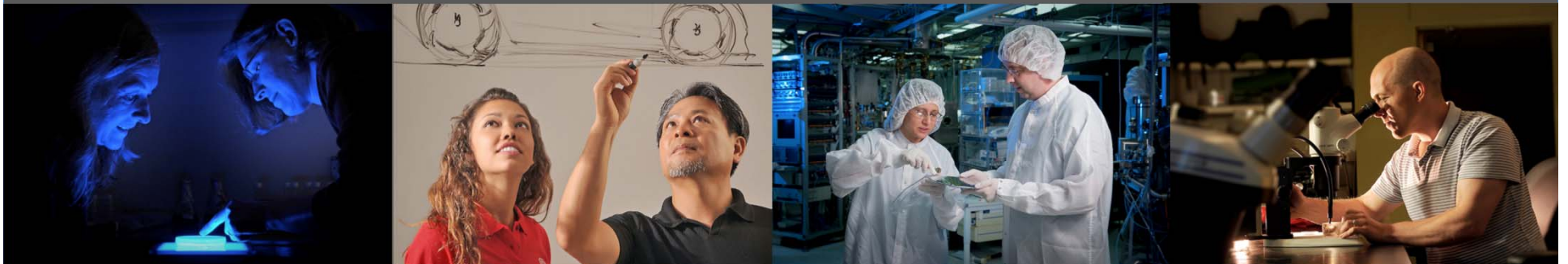
How We Measure Success

Metric	Baseline (Fall 2010)	Goal (Fall 2020)	Fall 2013	Fall 2014	Trend
Faculty Profile *Tenured/Tenure-track (FTE)*	1,343	1,700	1,367	1,343	→
Faculty Profile *Non Tenure-track (FTE)*	562	530-580	557	582	↗
Post-doc Scholars[1] *(Headcount)*	231	400	490[2]		↗

1. *Post-doc scholars totaled at end of calendar year, per NSF report.*
2. *Latest available data is CY 2013, submitted to NSF in March 2014 and not final until Spring 2015.*

Enhance student success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement

How We Measure Success

Metric	Baseline (FY 10-11)	Goal (FY 20-21)	FY 11-12	FY 12-13[2]	Trend
Research Expenditures:[1]					
Total ($1,000s)	$378,154	$575,000	$404,225	$417,468	↗
Federal ($1,000s)	$155,293	$250,000	$174,758	$177,118	↗
Non-Federal ($1,000s)	$222,861	$325,000	$229,467	$240,350	↗
Research Expenditures[1] per T/TT Faculty:					
Total	$282,000	$338,000	$302,000	$314,000	↗
Federal	$116,000	$147,000	$131,000	$133,000	↗
Non-Federal	$166,000	$191,000	$171,000	$181,000	↗

1. *Data per NSF Survey of Research and Development Expenditures at Universities and Colleges/Higher Education Research and Development (HERD) Survey.*
2. *2012-13 data is latest available.*

Enhance student success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement

How We Measure Success:
Chancellor's Faculty Excellence Program

Original goal: **Hire 38 new faculty in 12 strategic clusters**	**Hires planned**	**Hires to date**	**Hiring completed**
Bioinformatics	4	4	✓
Data-Driven Science	4	2	
Digital Transformation of Education	5	5	✓
Environmental Health Science	4	4	✓
Forensic Sciences	4	2	
Genetic Engineering and Society	3	3	✓
Geospatial Analytics	3	3	✓
Global Environmental Change and Human Well-Being	3	3	✓
Innovation + Design	2	2	✓
Personalized Medicine	4	3	
Synthetic and Systems Biology	3	1	
Translational Regenerative Medicine	3	3	✓
Total Faculty Cluster Hires	***42*[1]**	***35***	

1. *Planned hires increased to 42 with opportunity hires and additional position*

NC STATE UNIVERSITY

How We Measure Success:
Measure Success:
Chancellor's Faculty Excellence Program

Enhance student success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement

Innovation + Design
Rosanna Garcia

**Digital Transformation
of Education**
Michael Evans

**Geospatial Analytics**
Raju Vatsavai

Environmental Health Science
Cathrine Hoyo

Goal 4: Organizational Excellence
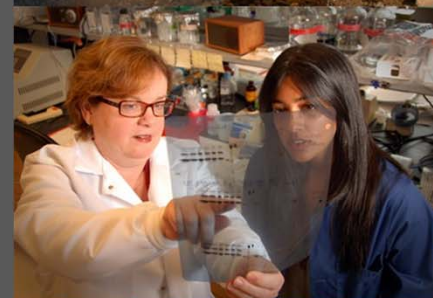## *Key Accomplishments 2011-14*

- Administrative Consolidation

  - Office of Institutional Equity & Diversity

  - Extension, Engagement & Economic Development Realignment

  - Division of Academic & Student Affairs

- Shared Services: Onboarding Center and Travel

- Academic Effectiveness and Efficiency Review

  - Academic Program Review Task Force

  - Program consolidations

  - Ongoing annual review

- James B. Hunt Jr. Library
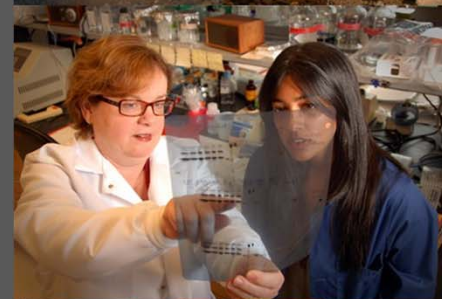
Goal 4: Organizational Excellence
Key Accomplishments 2011-14

- Office of Institutional Research and Planning

- Reaffirmation of accreditation by SACS

- Budget Restructuring Task Force

- Strategic Resource Management Process

- New brand strategy

- PRR review

Enhance student success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement

How We Measure Success

Metric	Baseline (FY 10-11)	Goal (FY 20-21)	FY 12-13	FY 13-14	Trend
Education and Related Expense per Degree[1]	$63,905	Decrease as appropriate	$59,408[2]		➚
Annual Giving[3]	$95M	$200M	$131M	$117M	➚
Annual Donors	20,918	30,000	23,886	24,050	➚
Endowment	$618M	$1,206M	$769M	$885M	➚

1. *Metric used in UNC-GA management flexibility reductions*
2. *2011-2012 data, which is latest available from UNC-GA.*
3. *UNC-GA Performance Metric*

Enhance student success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement

How We Measure Success

Metric	Baseline (Fall 2010)	Goal (Fall 2020)	Fall 2013	Fall 2014	Trend
% Female Faculty (Headcount)					
Tenured/Tenure-track	25%	Increase	27%	29%	↗
Non Tenure-track	47%	~ 50%	46%	47%	→
% URM Faculty (Headcount)					
Tenured/Tenure-track	16%	Increase	18%	18%	↗
Non Tenure-track	10%	Increase	10%	9%	↘

Goal 5: Local and Global Engagement
Key Accomplishments 2011-14

- Development of international hubs

- Support for international students

- College Advising Corps

- Simon Award for Campus Internationalization

- Eastman innovative partnership model

- Next Gen Power Electronics National Manufacturing Innovation Institute

- Carnegie Foundation Community Engagement classification

NC STATE UNIVERSITY

Enhance student success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement

How We Measure Success

Metric	Baseline (AY 10-11)	Goal (AY 20-21)	AY 12-13	AY 13-14	Trend
Study Abroad: *All categories (students)*	1,087	2,000	1,113	1,180[1]	
Co-op Activity:					
Co-op Work Rotations	884	1,300	1,162	1,221	
Students	692	1,000	910	906	

1. *Preliminary data from the Office of International Affairs, as of 10/15/14*

NC STATE UNIVERSITY

Enhance student success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement

How We Measure Success

Metric	Baseline (FY 10-11)	Goal (FY 20-12)	FY 12-13	FY 13-14	Trend
Innovation and Entrepreneurship Activity:					
Total Commercialization Agreements	90	Increase	111	145	↗
Start-up Companies	6	Increase	8	10	↗

Enhance student success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement

How We Measure Success

Metric	Baseline (2010-11)	Goal	2013-14	2014-15
U.S. News Ranking *(National Universities)*				
Overall	111	Top 80	101	95
Public	52	Top 25	47	43
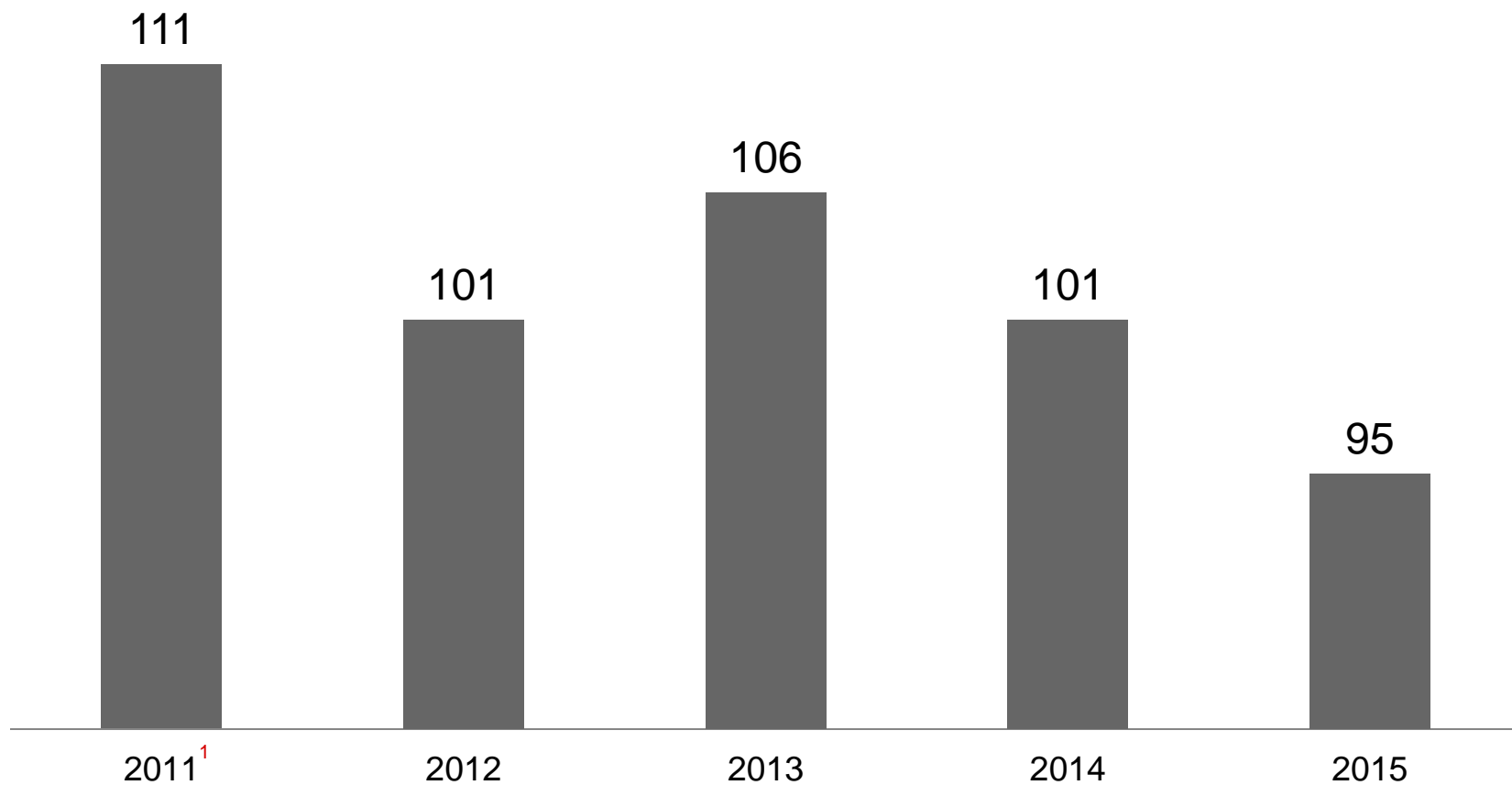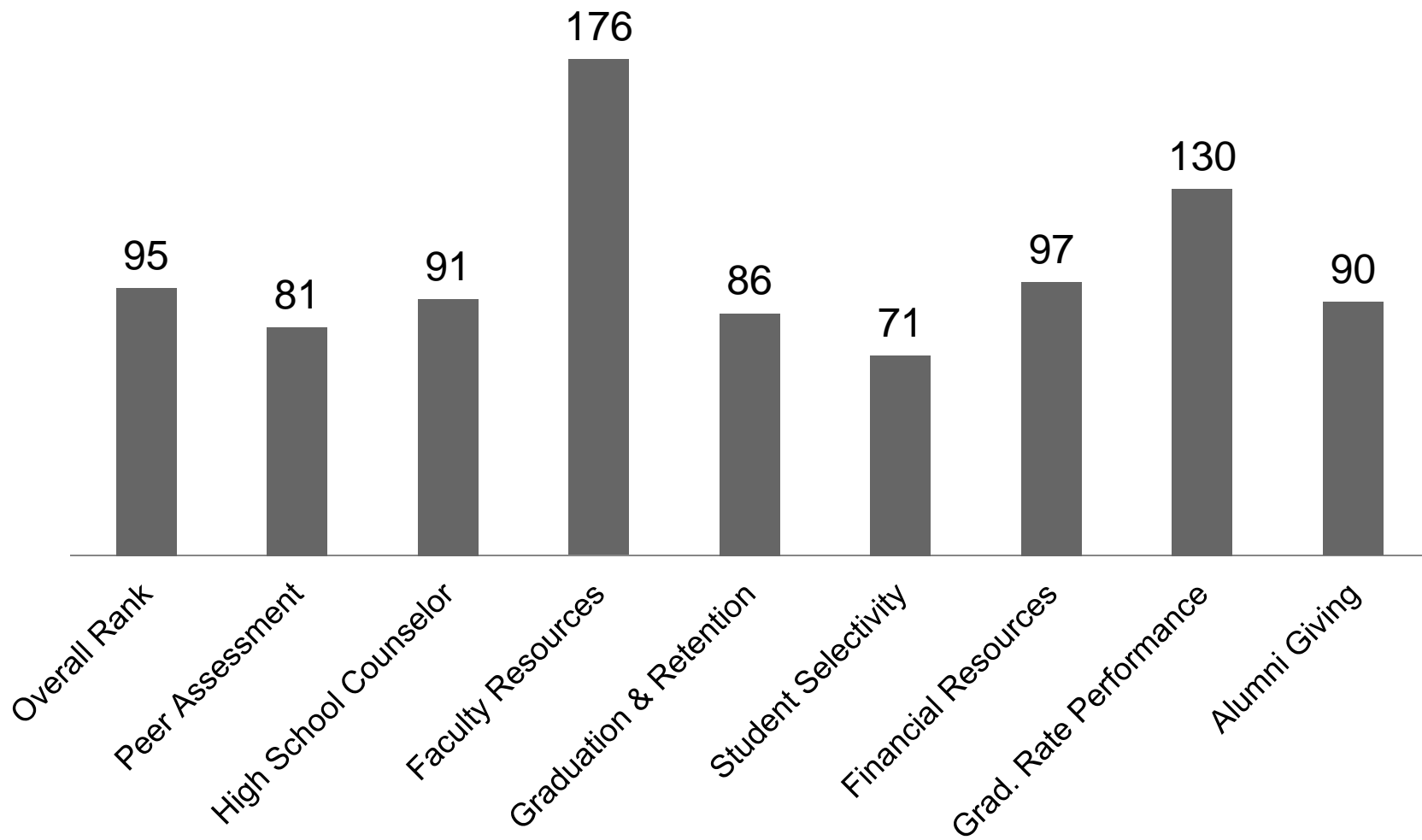
Looking Forward

October 2014

Next three-year implementation plan (FY 2015 to FY 2017) released and posted on Strategic Planning site at go.ncsu.edu/sp-implementation

November/December 2014

Report on Strategic Plan progress to campus, BOT and BOG

Strategic Plan metrics trend data posted at go.ncsu.edu/sp-metrics

NC STATE UNIVERSITY

The Pathway to the Future:
NC State's 2011-2020 Strategic Plan