

Administrative Leadership Meeting

Tuesday, May 12, 2015
Chancellor Randy Woodson

Upcoming ALM Topics

- July 14 – Strategic Resource Management
- September 15 - TBA

Commencement

Degrees Awarded

- 103 Associate
 - 3,703 Baccalaureate
 - 1,329 Master's
 - 178 Doctoral
 - 79 Doctor of Veterinary Medicine
 - Total = 5,392 degrees
-
- Total for the 2014-2015 academic year = 8,854

Transitions

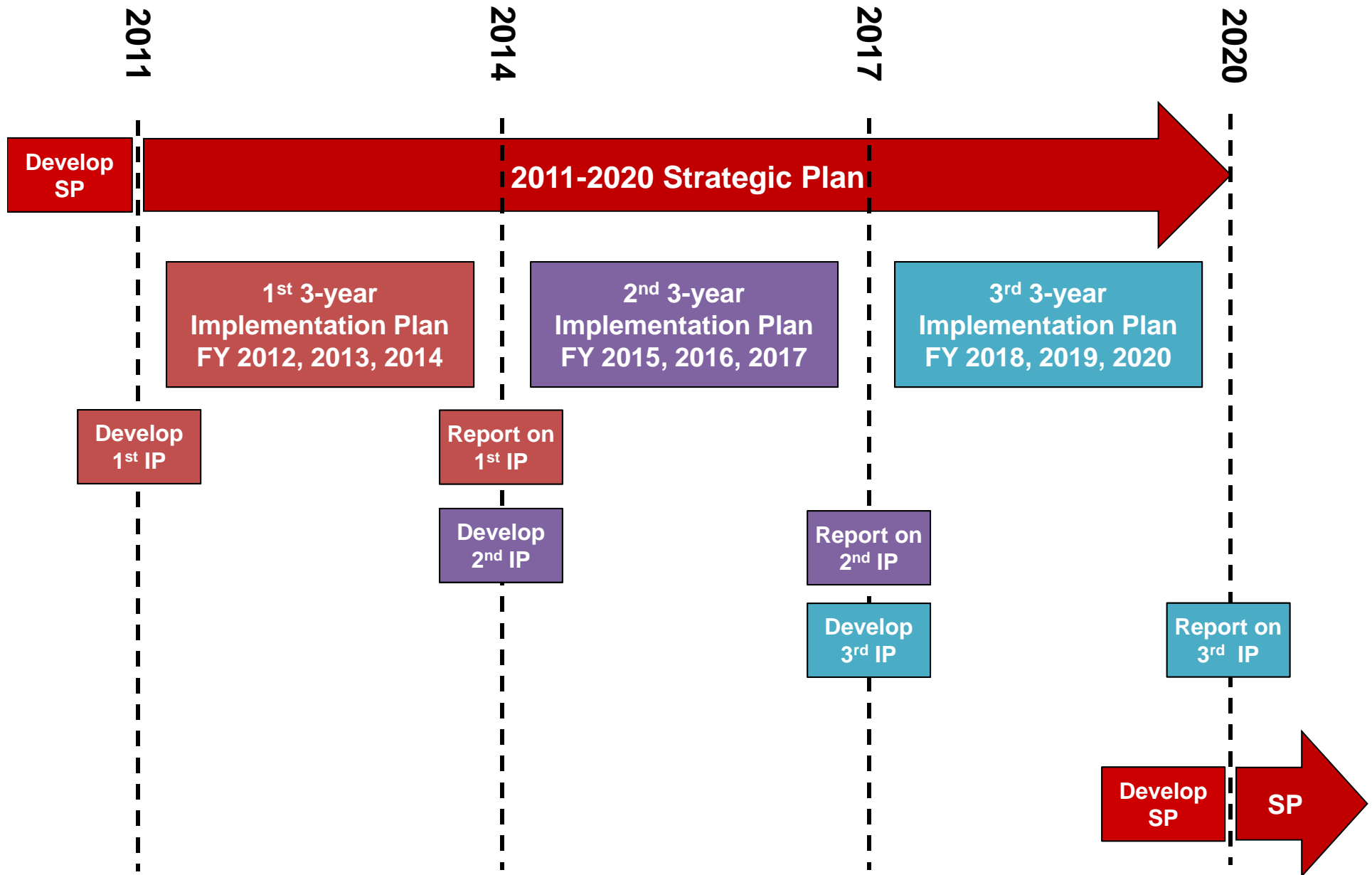


NC State's Strategic Plan: FY 2015, 2016, 2017

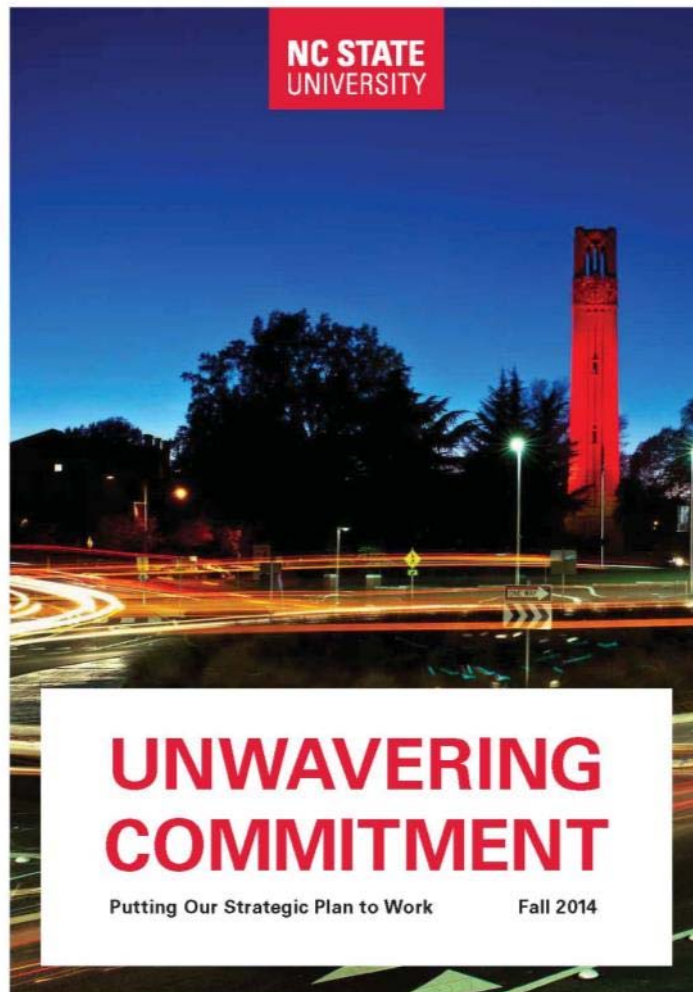
Provost and Executive Vice Chancellor Warwick Arden

Strategic Plan Goals

1. Enhance the success of our students through educational innovation.
2. Enhance scholarship and research by investing in faculty and infrastructure.
3. Enhance interdisciplinary scholarship to address the grand challenges of society.
4. Enhance organizational excellence by creating a culture of constant improvement.
5. Enhance local and global engagement through focused strategic partnerships.



Our Accomplishments: FY 2012 to FY 2014



ALL-TIME HIGHS

This fall, our first-year retention rate
rose to an all-time high:

93%

Our six-year graduation rate has
also risen to an all-time high:

75%

STRONGER FACULTY

With the launch of the University Faculty Scholars Program in 2012, we've also begun providing direct funding to some of our most talented researchers and teachers. So far, 44 faculty members have received a five-year annual supplement of \$10,000, raised from private funding sources, that can be used either for salary or for programmatic support. This effort has helped us retain some of our best and brightest young faculty members.

SMARTER SOLUTIONS

The new College of Sciences is exemplary of our interdisciplinary approach. By combining our historical strengths in the biological, physical and mathematical sciences in one college, we've made it easier for faculty to pursue collaborative research on everything from energy shortages to food insecurity. This "convergence science" has made NC State a national leader in addressing large-scale challenges. It's also given us an edge when competing for big research grants.

One of our most successful efforts to boost interdisciplinary scholarship and research has been the Chancellor's Faculty Excellence Program. To date, we've hired 33 world-class faculty across 12 interdisciplinary fields, from forensic sciences to bioinformatics. Those outstanding researchers are raising the bar for the rest of NC State's excellent faculty—and raising the profile of our university around the globe.

We're now held up nationally as a model for cluster hiring.

Because the world's biggest problems don't fit neatly into traditional academic boundaries, we're also recognizing the value of interdisciplinary work in tenure decisions.

www.ncsu.edu/about/chancellor/strategic-plan-update/

Continuing to Move Forward: FY 2015 to FY 2017 Implementation Plan



- Began work on new implementation plan in May 2014 and released to campus in Oct 2014
- Created through a more focused process
- This implementation plan is more specific and detailed than previous one

Framework of Implementation Plan

Five SP goals

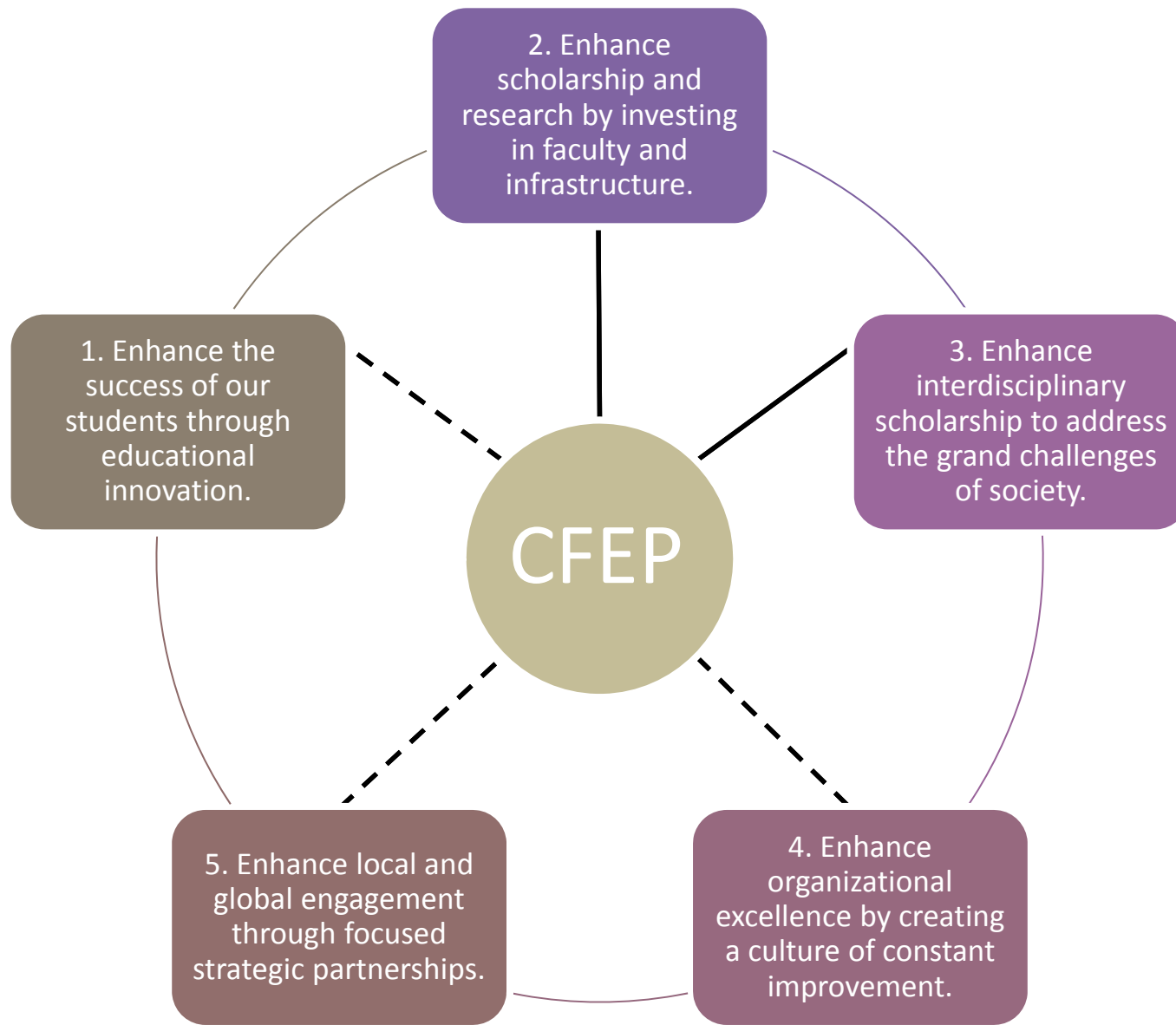
1. Success of our students
2. Scholarship and research
3. Interdisciplinary scholarship
4. Organizational excellence
5. Local and global engagement



Three overarching IP actions

1. Cultivate excellence and continue investing in areas of emphasis
2. Enhance student, faculty and staff success
3. Improve institutional effectiveness while growing and realigning resources

THE PATHWAY TO THE FUTURE											
OVERVIEW of the FY2015 – FY2017 Implementation Plan											
OVERARCHING ACTIONS	INITIATIVES SUPPORTING THE STRATEGIC PLAN	GOALS					START YEAR				RESPONSIBILITY
		1	2	3	4	5	FY12-14	FY15	FY16	FY17	
CULTIVATE EXCELLENCE & CONTINUE INVESTING IN AREAS OF EMPHASIS	Enhance opportunities for interdisciplinary education, research and scholarship.	✓	✓	✓	✓		→	•	•		Provost & Executive VC VC Research & Innovation
	Enhance commitment to a diverse university.	✓	✓	✓	✓	✓	→	•			VC University Advancement Provost & Executive V
	Increase the number of tenured and tenure-track faculty.	✓	✓	✓	✓	✓	→	•	•	•	Provost & Executive VC VC Research & Innovation VC Finance & Business VC University Advancement
	Encourage focused campus partnerships to foster excellence in global engagement.	✓	✓		✓	✓		•	•		Provost and Executive VC VC for Research & Innovation VC University Advancement
ENHANCE STUDENT, FACULTY & STAFF SUCCESS	Improve student success through improved admissions, enrollment and retention.	✓	✓				→	•	•		Provost and Executive VC
	Provide integrated student support services: One Stop Shop–Student Central.	✓			✓			•	•		Provost and Executive VC VC Finance & Business
	Promote undergraduate student success through high impact experiences.	✓		✓		✓	→	•	•		Provost and Executive VC VC & Dean DASA
	Promote higher-order skills in critical and creative thinking: THINK – a quality enhancement program.	✓	✓					•	•		VC & Dean DASA Provost & Executive VC
	Explore the establishment of a University College to better serve the needs of undergraduate students.	✓	✓					•			Provost & Executive VC VC & Dean DASA
	Promote graduate student and post-doctoral success.	✓	✓	✓			→	•	•	•	Provost & Executive VC VC Research & Innovation VC Finance & Business
	Create a culture of continuing professional development for staff and faculty.				✓		→	•	•		Provost & Executive VC VC & General Counsel VC Finance & Business
	Enhance institutional pride.	✓	✓	✓	✓	✓	→	•	•		VC University Advancement Director of Athletics VC Finance & Business
IMPROVE INSTITUTIONAL EFFECTIVENESS WHILE GROWING & REALIGNING RESOURCES	Improve institutional data integration and analytic capacity.				✓				•	•	Provost & Executive VC VC Information Technology
	Regularly review the effectiveness and efficiency of administrative processes				✓		→	•	•		Executive Officers
	Regularly review the effectiveness and efficiency of academic programs.	✓			✓		→	•	•		Provost & Executive VC
	Improve processes for providing support to the research enterprise.		✓	✓	✓	✓	→	•	•		Provost & Executive VC VC Research & Innovation VC Finance & Business VC Information Technology
	Align campus physical infrastructure improvements and utilization with strategic plan.	✓	✓	✓	✓			•	•		Provost & Executive VC VC Research & Innovation VC Finance & Business
	Develop resource generation, cost-cutting and reallocation strategies to support the strategic plan.	✓	✓	✓	✓	✓		•	•		Provost & Executive VC VC Finance & Business
	Enhance private support to the University.	✓	✓	✓	✓	✓	→	•	•	•	VC University Advancement





1. SUCCESS OF OUR STUDENTS

Key Actions

- Centralize Internal and External Transfer Admissions
- One Stop Shop – Student Central
- High Impact Experiences
- TH!NK Quality Enhancement Plan
- University College
- Provost's Doctoral Fellowships

Centralize Internal and External Transfer Admissions

- Centralization of process through Undergraduate Admissions will occur in the June 2015 cycle
- Better coordination of freshman, internal transfers and external transfers, which is critical to an effective enrollment management process
- Offers a more efficient and transparent admissions process for students

One Stop Shop – Student Central

- Co-locate Cashier's Office, Registration and Records, and Office of Scholarship and Financial Aid
 - Provide integrated support services
 - Roll out a virtual Student Central in Fall 2015
 - Planning for physical Student Central to follow



Promote Undergraduate Student Success through High Impact Experiences

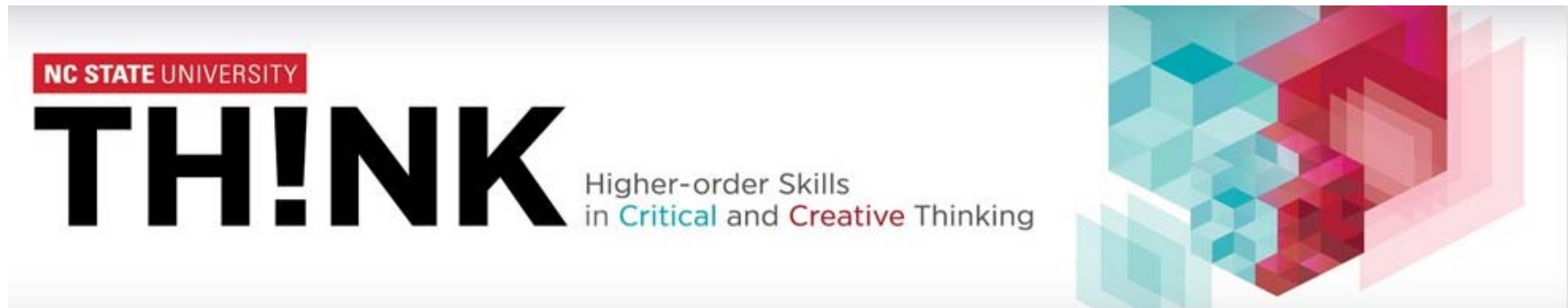
- Life Sciences First Year Program
 - Interdisciplinary program that exposes students to disciplines within or related to the life sciences
 - First cohort in Fall 2014: 358 students; Fall 2015: 400 expected
- First Year Environmental Sciences Program
 - In development - task force led by Mike Mullen and Mary Watzin
 - Report and recommendations Fall 2015



Promote Undergraduate Student Success through High Impact Experiences

- Create new tools/opportunities for student engagement
 - DASA launched studentengagement.ncsu.edu
 - More study abroad scholarships for students with limited financial means
- Grow undergraduate research
 - Increased research stipend funding from \$50K to \$150K
 - Hosted two national UGR symposia last year (811 students total, 225 from NC State)





- First cohort of fifteen TH!NK faculty implemented the QEP in Fall 2014
 - 371 students directly impacted in TH!NK courses
 - 93% of TH!NK faculty reported participation impacting their other courses
- Second cohort of 28 TH!NK faculty in training
- Fall 2015 implementation to involve 40 faculty

University College

- DASA internal reorganization to replace current Academic Program and Services unit in July 2015; will continue to evolve
- Seeks to promote the academic success of all students



Academic Advising (to include Exploratory FYP)

Academic Administration & Curricula

Undergraduate Academic Success

Academic Enhancement Programs

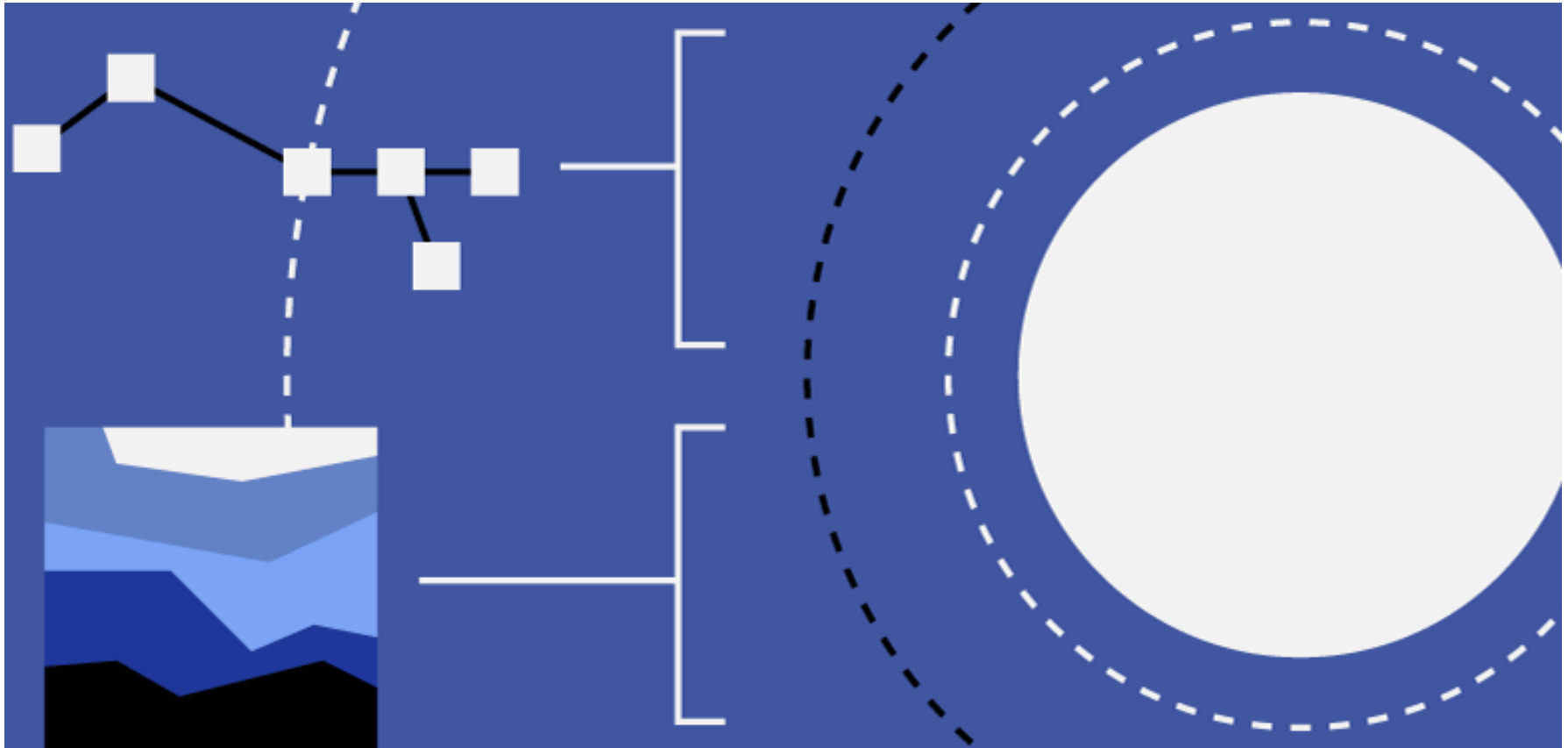
Academic Departments/Programs

Provost's Doctoral Fellowships

- One-time recruiting stipends targeting doctoral enrollment in programs with:
 - Capacity for enrollment growth (faculty, space, etc.)
 - Capacity to provide research funding to convert students to external (non-state supported) funding in year two (and beyond)
 - Ability to maximize return on investment

Fall 2014	Fall 2015	Fall 2016
60 recruiting stipends offered	67 recruiting stipends allocated	Up to 100 recruiting stipends proposed*

*SRM team is reviewing strategies for growing doctoral education, may recommend increasing total stipends up to 100.



2. SCHOLARSHIP AND RESEARCH

Key Actions

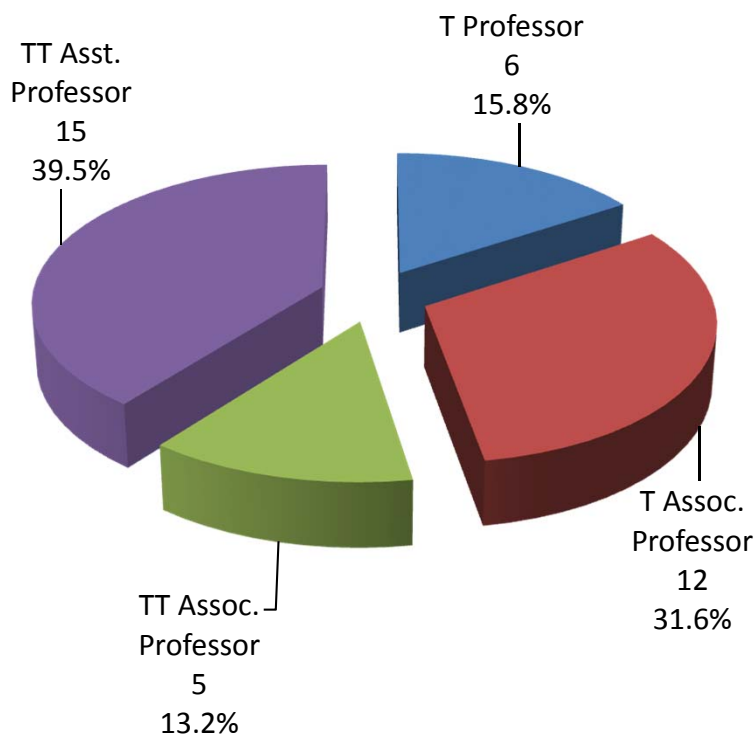
- Chancellor's Faculty Excellence Program
- Strategic Investments in Disciplinary Hires
- Faculty Retention and Recognition Programs
- Growing the Research Enterprise

CFEP Cohort One

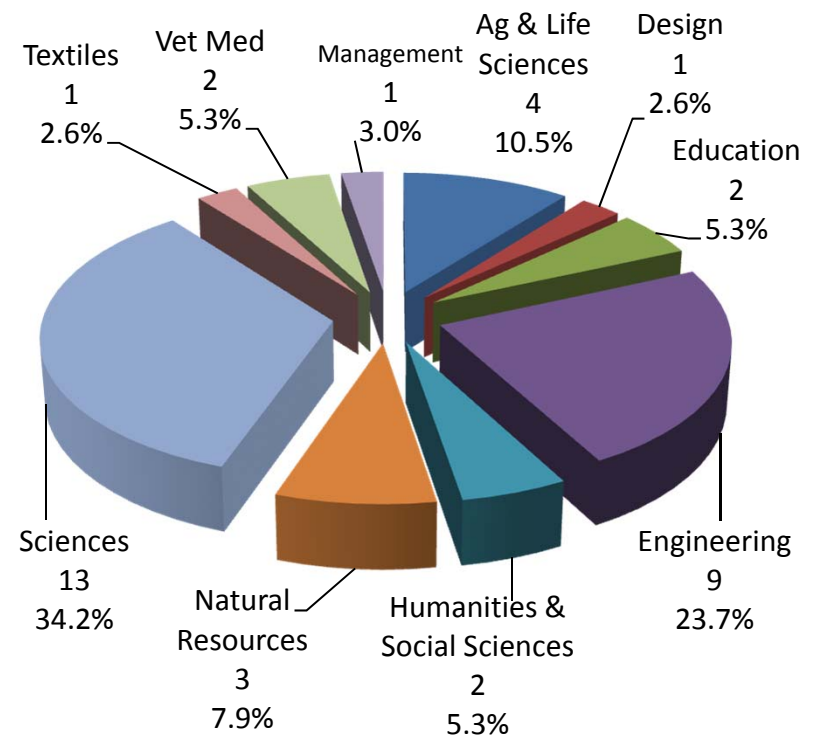
<i>Original goal:</i> Hire 38 new faculty in 12 strategic clusters	Hires planned	Hires to date	Hiring completed
Bioinformatics	4	4	✓
Data-Driven Science	4	2	
Digital Transformation of Education	5	5	✓
Environmental Health Science	4	4	✓
Forensic Sciences	4	2	
Genetic Engineering and Society	3	3	✓
Geospatial Analytics	3	3	✓
Global Environmental Change and Human Well-Being	3	3	✓
Innovation + Design	2	2	✓
Personalized Medicine	5	5	✓
Synthetic and Systems Biology	3	2	
Translational Regenerative Medicine	3	3	✓
<i>Total Faculty Cluster Hires</i>	43¹	38	

1. Planned hires increased to 43 with opportunity hires and additional position

Hires to Date: 38



By Rank

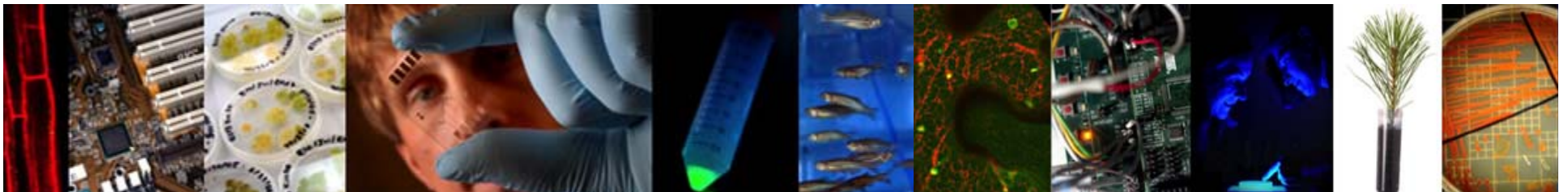


By College

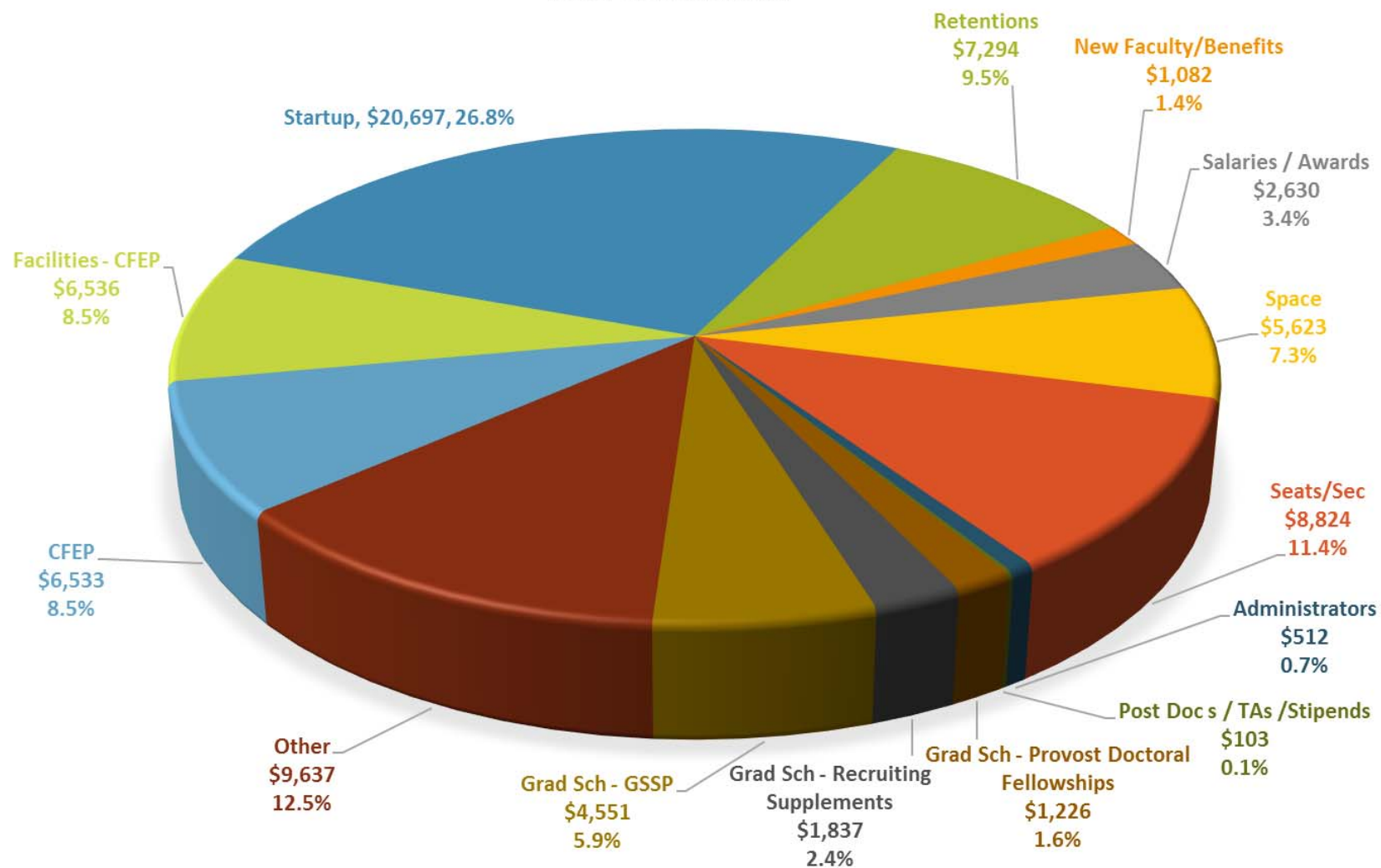
CFEP Cohort Two

Eight clusters with 33 new faculty lines:

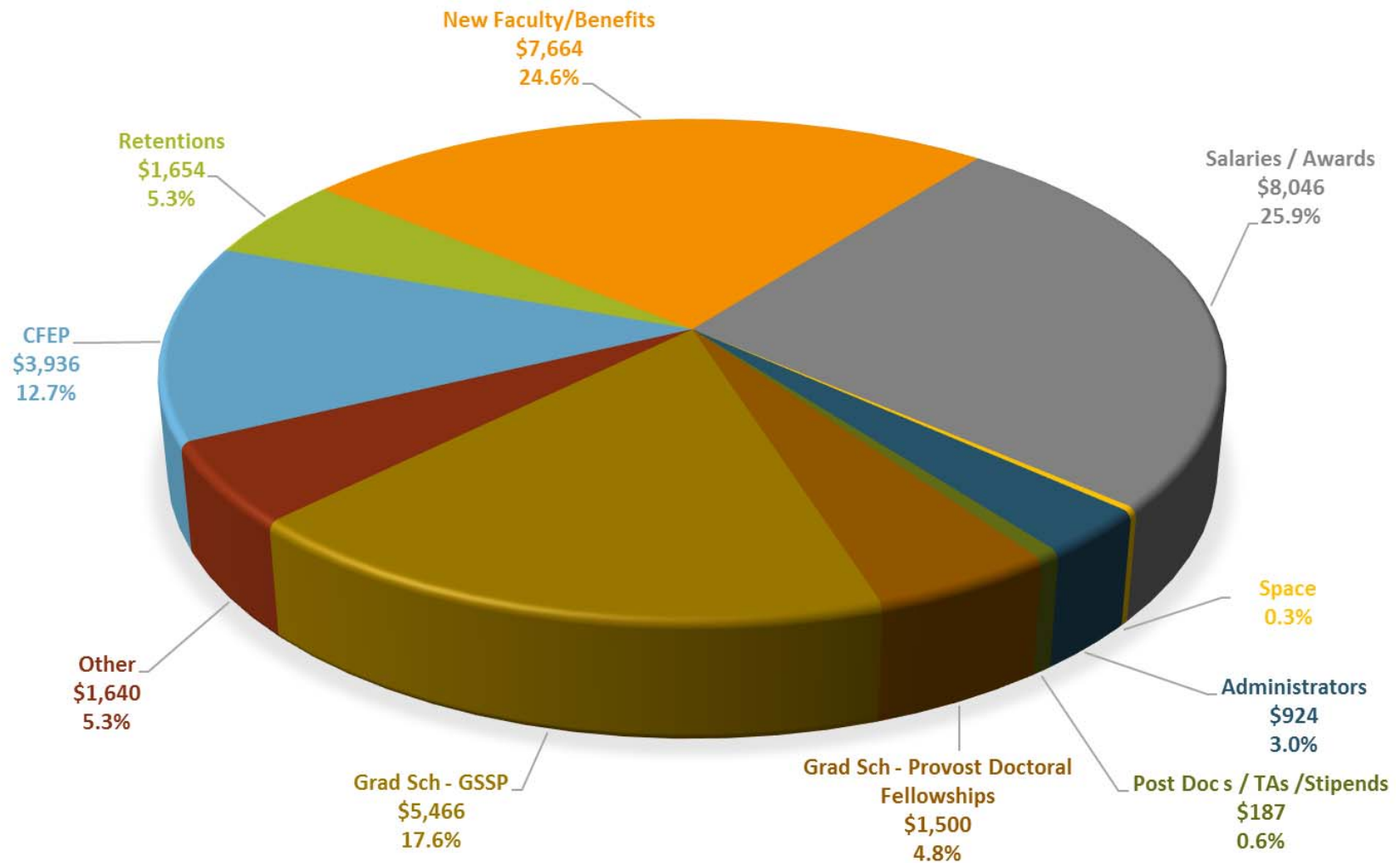
- Carbon Electronics
- Emerging Plant Disease and Global Food Security
- Global Water, Sanitation and Hygiene
- Leadership in Public Science
- Microbiomes and Complex Microbial Communities
- Modeling the Living Embryo
- Sustainable Energy Systems and Policy
- Visual Narrative



1X ALLOCATIONS (X\$1000) FROM PROVOST
BY FUNDING CATEGORY ALL SOURCES
FY 2012-13 THRU FY 2015-16
(AS OF APRIL 21, 2015)

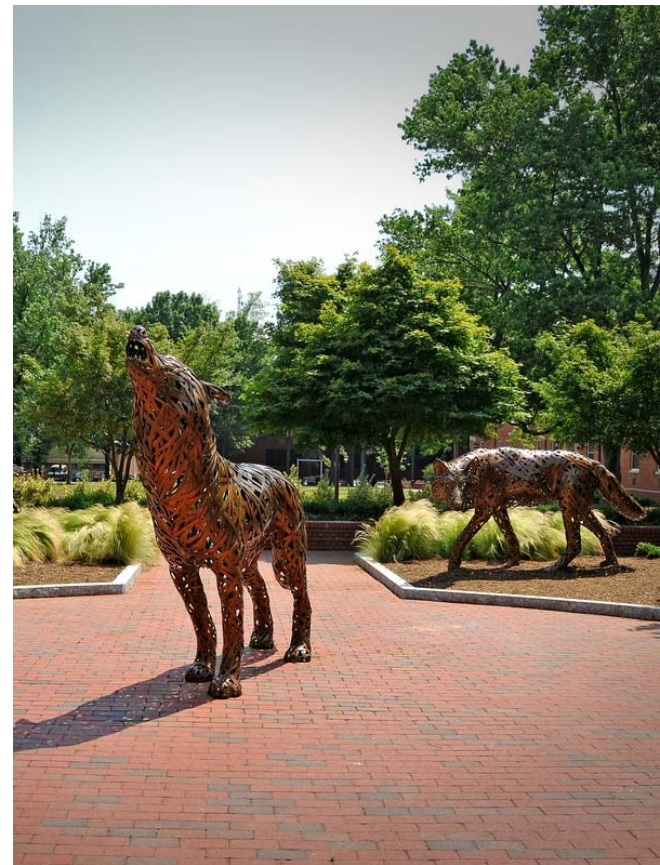


PERM ALLOCATIONS (X\$1000) FROM PROVOST
BY FUNDING CATEGORY ALL SOURCES
FY 2012-13 THRU FY 2015-16
(AS OF APRIL 21, 2015)



Recognition and Retention: University Faculty Scholars

- Program to recognize and reward emerging academic leaders among our faculty
 - Scholars will carry the title for a five-year period and receive a \$10,000 annual supplement
 - Three cohorts named since 2012 (62 scholars total)

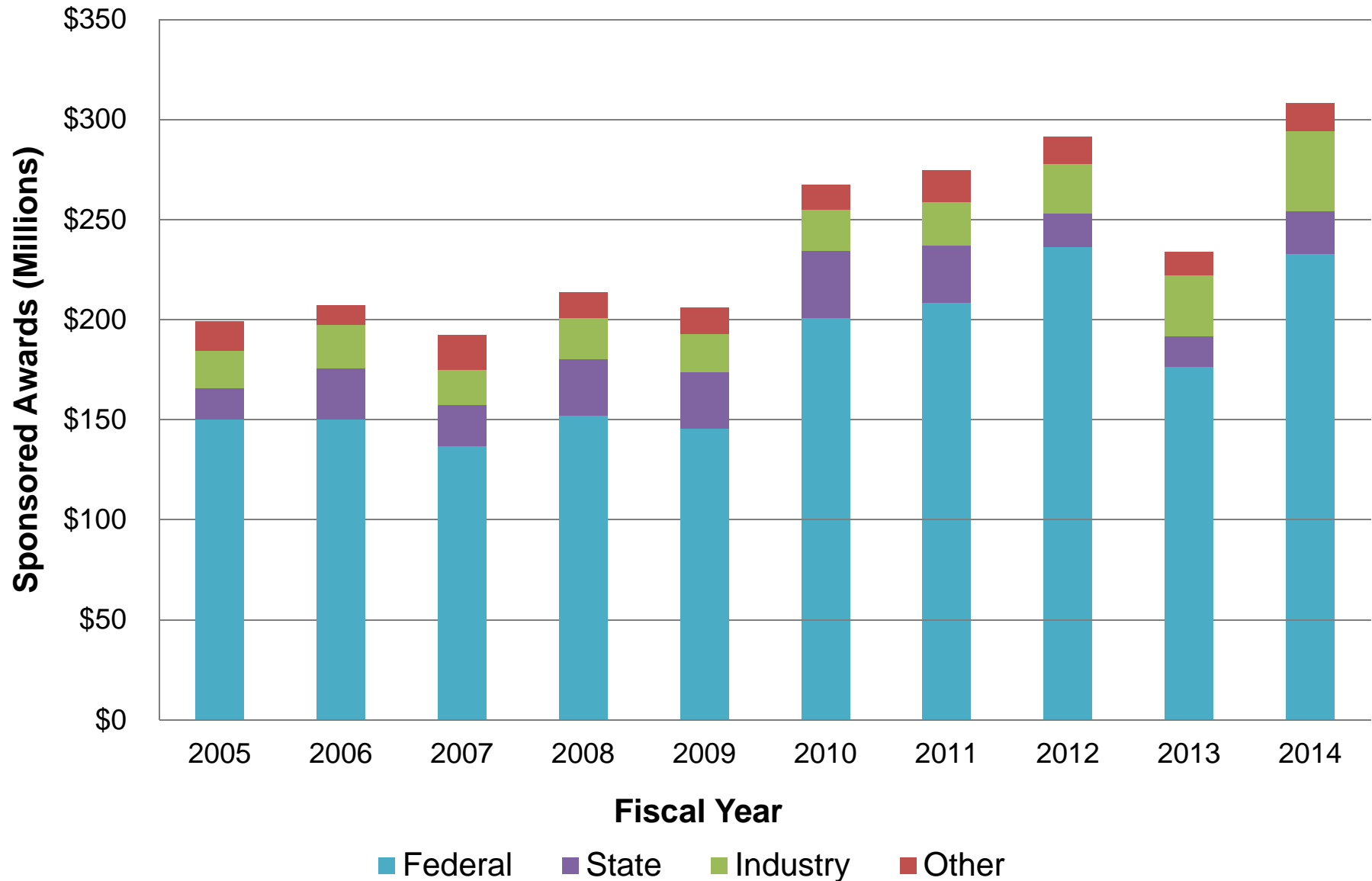


Recognition and Retention: Endowed Professorships and Chairs

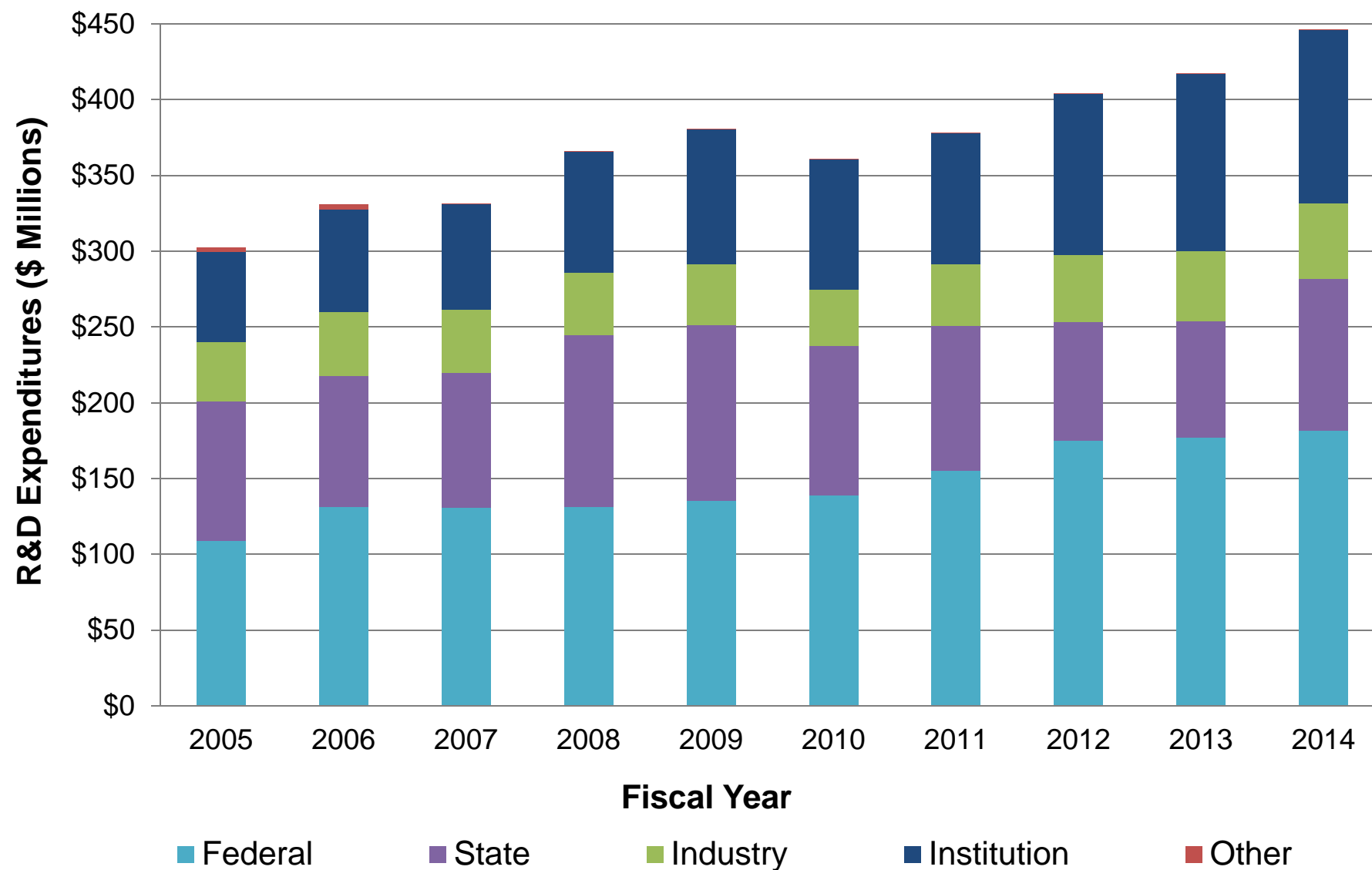
- Designed to recognize and reward senior academic leaders among our faculty
- Recent examples:
 - Stephen P. Zelnak Dean's Chair in Poole College of Management
 - Goodnight Distinguished Professorship in Statistics

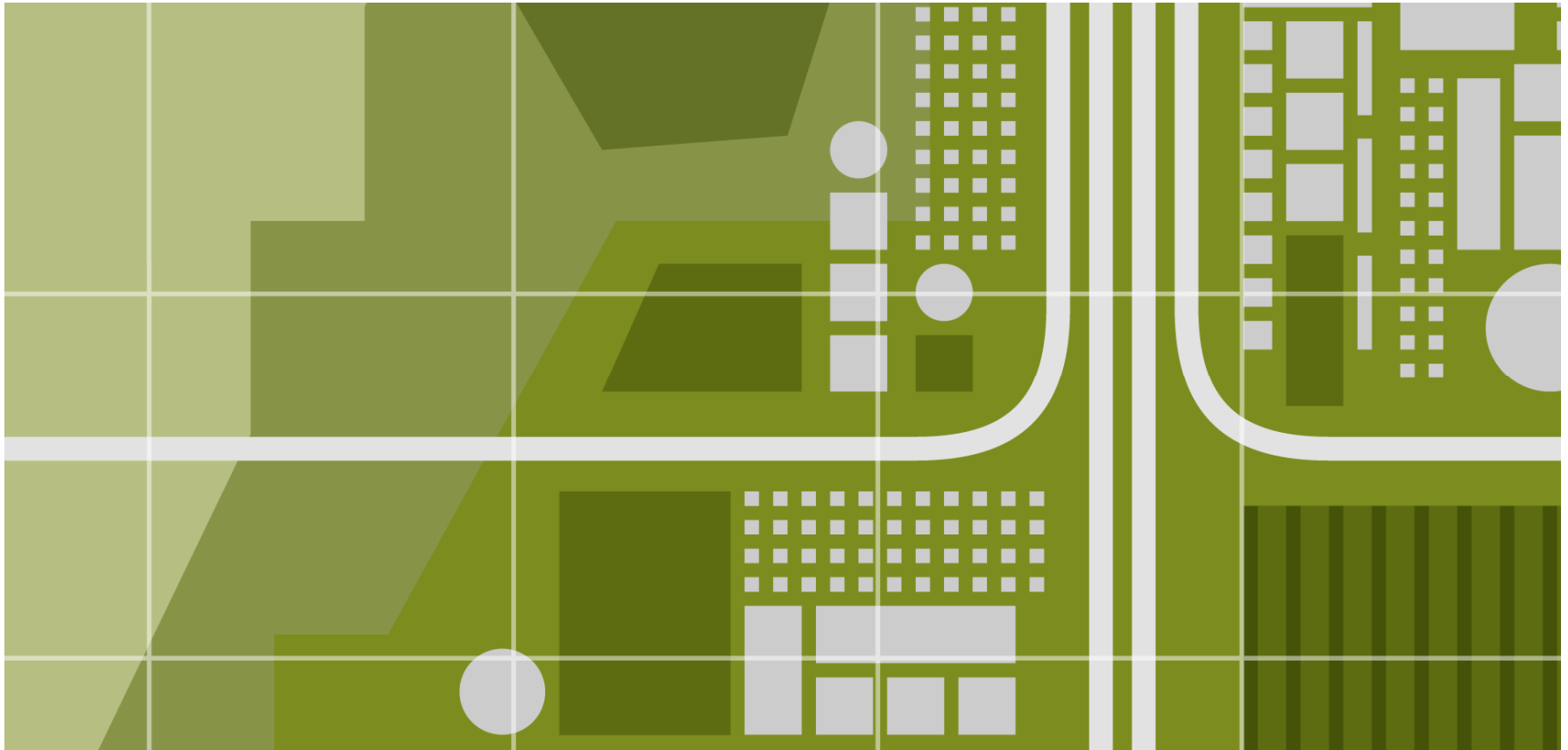


Trends in Awards by Sponsor Type



R&D Expenditure Trends by Source





3. Interdisciplinary Scholarship

Key Actions

- Chancellor's Faculty Excellence Program
- Interdisciplinary Academic Programs

Interdisciplinary Academic Programs

Geospatial Analytics

- 1st nationally accredited Professional Science Masters of GIS
- Proposal for Ph.D.

Forensic Science

- Proposals for M.S. and Ph.D.

Biomedical Engineering

- New joint B.S. degree with UNC-CH





4. ORGANIZATIONAL EXCELLENCE

Key Actions

- Professional Development for Staff and Faculty
- Faculty Ombudsman
- OIRP Institutional Data Profiles
- Strategic Risk Management
- Renovate and Re-purpose Space
- Strategic Resource Management
- Enhance Private Support to the University
- Enhance Commitment to a Diverse University
- Refreshed University Brand

Faculty Ombuds Office

- Providing issue and conflict resolution services to faculty
- Established Fall 2014 at 10 hours per week, will increase to 20 hours
- Roy Baroff, MA, JD
 - 28+ years conflict resolution experience as attorney and mediator
 - Adjunct professor at UNC-Greensboro and UNC-CH and Elon University law schools



facultyombuds.ncsu.edu

OIRP Institutional Data Profiles for College Annual Reviews

Institutional Data Profiles

College Annual Review

Choose College For Review

19 - College of Veterinary Med

Update Review

College of Veterinary Med Snapshot Taken 04/27/2015

Summary | Expenditures, Funding Sources (x \$1,000) | All Funding Sources, Expenditure Type | 16030 Funding, Expenditure Type | 16031 Funding, Expenditure Type | Total Annual SCH | Summer School SCH | SCH Majors and Non-major by degree | Regular Term SCH | DE SCH | Enrollment, HC | Personnel, FTE | Diversity, HC | Space |

Expenditures, Funding Sources (x \$1,000)

Data Element	04-05	05-06	06-07	07-08	08-09	09-10
16030 - Academic Affairs	37,346	39,091	42,919	47,187	47,970	50,034
16031 - Agricultural Research	101	111	185	142	104	81
Agency Funds	86	107	25	46	42	74
Auxiliary Sales and Services	3,848	3,845	4,910	5,644	4,959	4,045
Contracts and Grants	9,857	11,306	11,969	12,794	12,189	12,755
Endowments	128	37	63	35	67	53
F&A Receipts	630	782	865	856	1,074	620
Gifts and Loans	95	155	181	182	291	142
Clearing Accounts	-1	0	1	0	0	0
Foundations	1,195	1,234	1,046	1,600	1,296	839
Total	53,284	56,668	62,163	68,486	67,993	68,844

*Click column header to sort

*Click Here For Data Definitions

All Funding Sources

Institutional Data Profiles

College Annual Review

Data Support: jwprice@ncsu.edu Technical Support: dgdesmon@ncsu.edu

Choose College For Review

19 - College of Veterinary Med

Update Review

College of Veterinary Med Snapshot Taken 04/27/2015

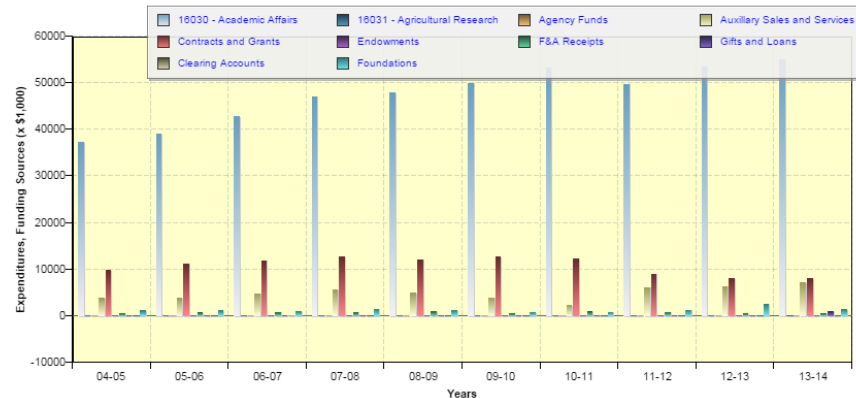
Download Options:



Review Areas

Summary | Expenditures, Funding Sources (x \$1,000) | All Funding Sources, Expenditure Type | 16030 Funding, Expenditure Type | 16031 Funding, Expenditure Type | Total Annual SCH | Summer School SCH | SCH Majors and Non-major by degree | Regular Term SCH | DE SCH | Enrollment, HC | Personnel, FTE | Student Success (calculated from 12-13) | Personnel, HC | Personnel, FTE | Diversity, HC | Space |

Expenditures, Funding Sources (x \$1,000)



Risk Management and Compliance

- Executive Officers oversee Strategic Risk Management process
- Regular reports prepared for BOT Committee on Audit, Risk Management and Finance
- Compliance efforts led by University Compliance Steering Committee



Renovate and Re-Purpose Space



- Renovate and re-purpose space while rewarding innovation and new ideas
- Exploring new uses of space
- Improved central coordination of space identification, upfit and utilization

Strategic Resource Management

- Cost containment
- Reallocation
- New revenue growth
- Improved operational efficiency



Implementation of Phase I Recommendations

A: Common Internal Allocation Method	B: Differential/Premium Tuition & Fees	C: Growth of Doctoral Education	D: Internal Transfer
<p><i>Budget Restructuring Task Force charged</i></p>	<p><i>Two teams charged:</i></p> <ul style="list-style-type: none"> • Premium tuition for targeted master's programs • COE program enhancement fee 	<p><i>Three teams charged:</i></p> <ul style="list-style-type: none"> • Expand doctoral stipend program, incentivize faculty to include stipends in grants, revise GSSP • Monitor college resource/position cuts, graduate student insurance, student support in capital campaign • Doctoral enrollment market analysis 	<p><i>Two teams charged:</i></p> <ul style="list-style-type: none"> • Manage all transfer admissions centrally, analyze capacity drivers/resource constraints for high demand programs • Consider University College model

Common Allocation Method for Enrollment-related Academic Funds

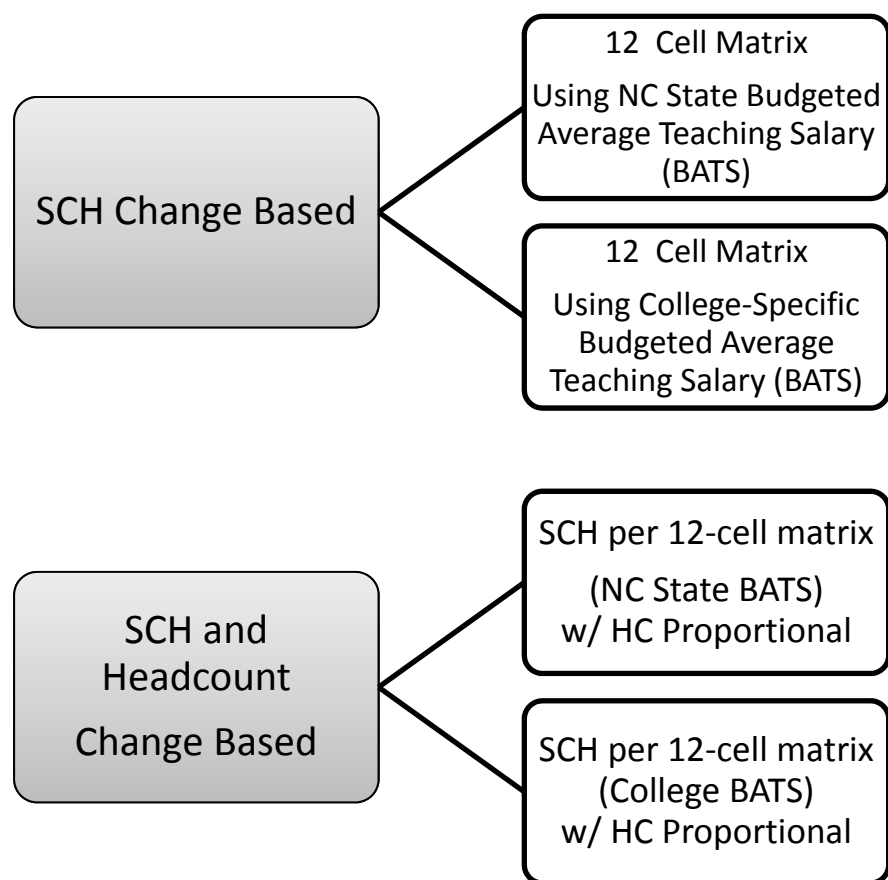
Issues:

- At least 4 internal allocation methods currently exist
- No difference in funding allocated to NC State from the State of NC for regular term or distance education during the Fall and Spring semesters
- Current allocation methodologies incentivize choice of delivery method

Recommendation for Phase I Implementation:

NC State needs a uniform course funding allocation system to units delivering on-campus (regular-term and summer) and DE courses that is independent of the method of delivery.

Common Allocation Method for Enrollment-related Academic Funds



- Presented to deans 4/23/15 and asked for feedback from college leadership

Next Steps

- Discuss with deans again 5/21/15
- Choose scenario
- Implementation team – July 2015
 - Put together data for each College
 - Look closely at potential impacts and potential changes from current situation
- Use data to inform 2015-16 process
- Use model for 2016-17 process

Enhance Private Support: New Campaign

Timeline

- **Planning Phase**
July 1, 2010 – June 30, 2013
- **Nucleus Phase**
July 1, 2013 – Fall 2016
- **Public Phase**
Fall 2016 – June 30, 2021



New Campaign: Progress to Date

Testing \$1,500,000,000 Goal

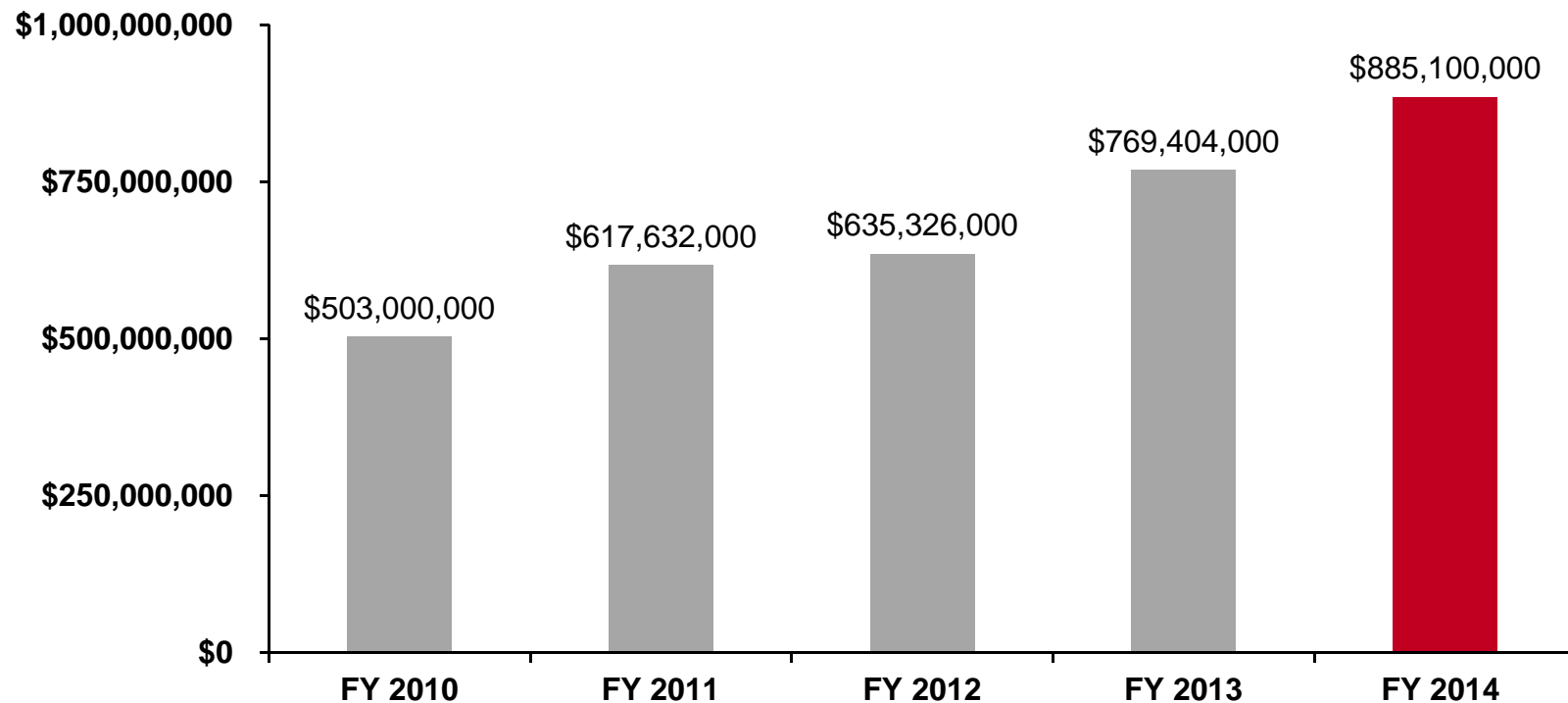
- Planning phase: **\$327M***
- Nucleus phase — year 1 (FY 2014): **\$187M**
- Nucleus phase — year 2 (FY 2015): **\$150M**
- Total** (as of March 2015): **\$664M**
- Target at public kickoff: **\$900M+**

* “Reachback” gifts and pledges of \$100K+ only

Growth in Endowment

FY 2010 – FY 2014

Driven by new gifts and strong investment performance



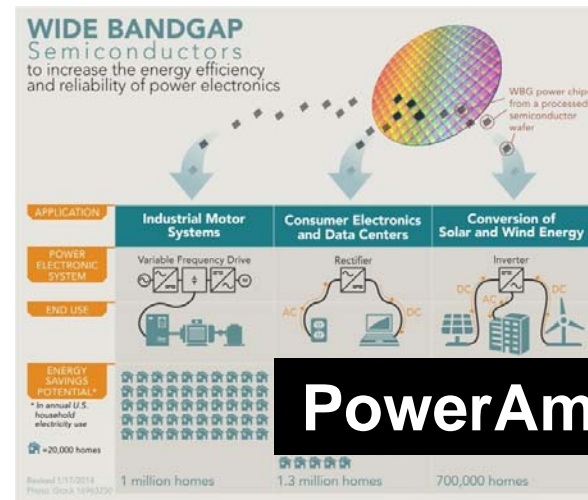


5. LOCAL AND GLOBAL ENGAGEMENT

Key Actions

- Ongoing Development of Locally-centered Partnerships
- Ongoing Development of International Academic Partnerships

Locally-centered Partnerships



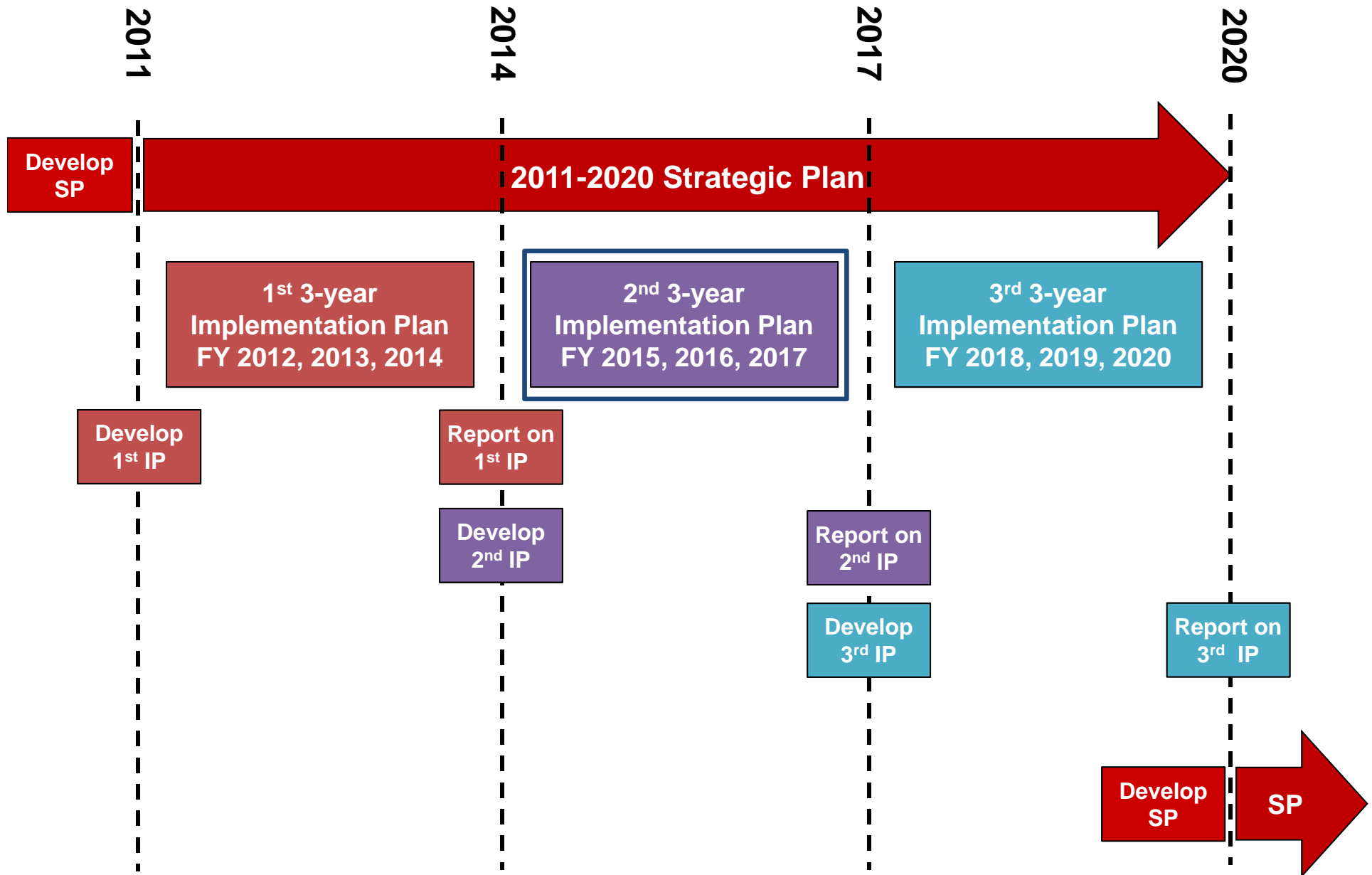
PowerAmerica

International Academic Partnerships



Hochschule Reutlingen
Reutlingen University





QUESTIONS?