

Administrative Leadership Meeting

Randy Woodson
Chancellor

Tuesday, January 9, 2018

Upcoming ALMs

March 13, 2018

Advancement Update

Titmus

May 8, 2018

North Oval Development

Titmus



Recent Accolades

- Kiplinger's Personal Finance: NC State in top 10 among public schools for in-state and out-of-state students
- Kobi Felton named Marshall Scholar
- Bitzer and Ditto named National Academy of Inventors Fellows



Advancement Update

- **\$1.2B+** total giving to Campaign
- Gifts from all 100 counties in NC, all 50 states and 63 countries
- Created nearly **1,400** new funds, **70+** new professorships
- Increase in donors across the board
- Endowment surpassed **\$1B** mark - more than **\$600M+** of total has been raised during the Campaign



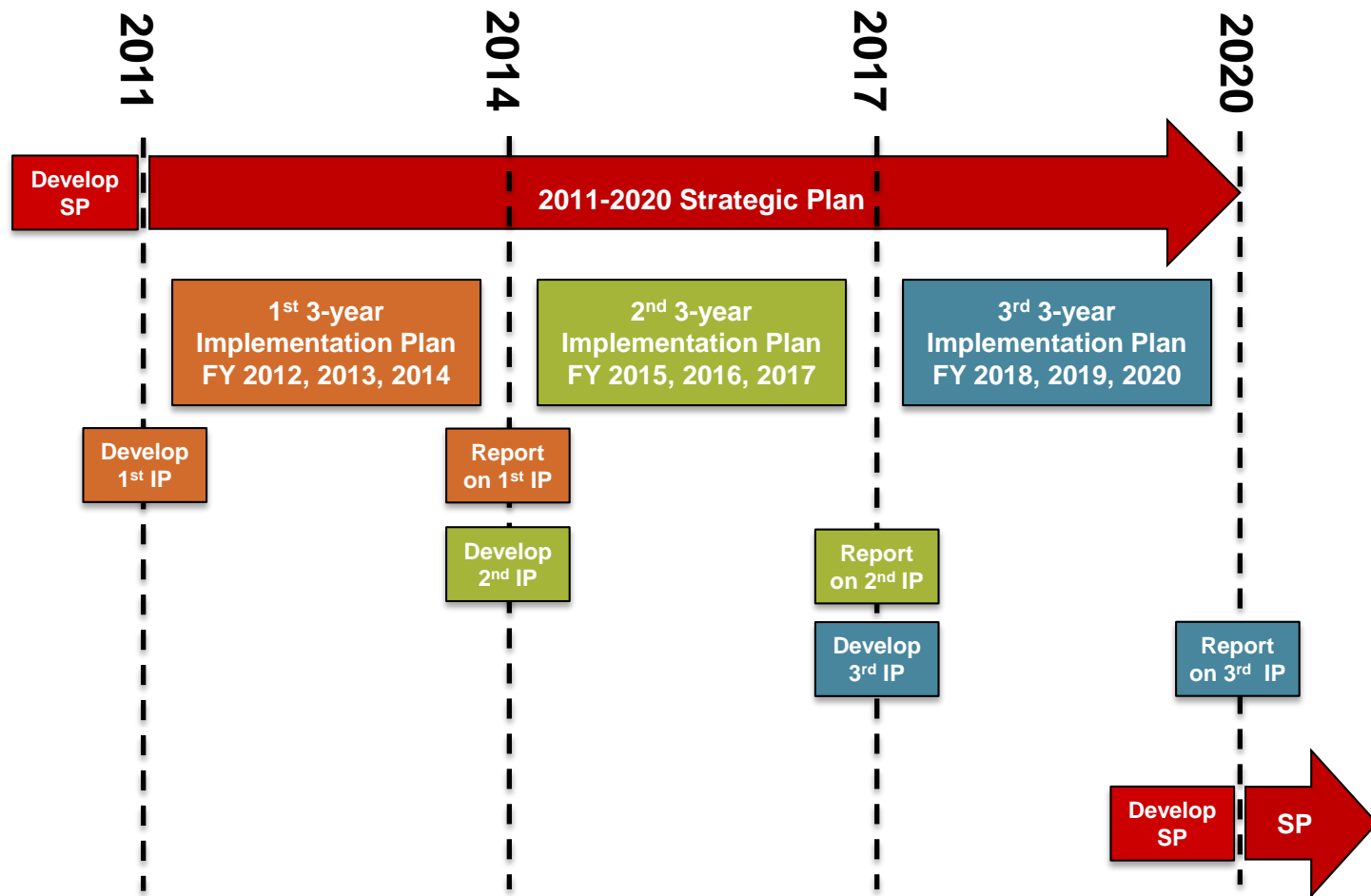
Questions?





NC State's Strategic Plan: FY 2018, 2019, 2020 Implementation

Executive Vice Chancellor and Provost Warwick Arden



Our Accomplishments: FY 2015 to FY 2017



- ALM in Nov. 2015, 2016 and 2017
- 3-year digital progress update coming in February

Development of the FY 2018 to FY 2020 Implementation Plan

- Met with key leadership, including vice chancellors new to NC State since last implementation plan (ORIED and OFA)
- Returned to units with elements in last implementation plan; many initiatives are continuing and working to wrap-up
- Aware of other campus initiatives arising independently in support of the Strategic Plan which may not be in the implementation plan
- Mindful of available resources and worked to align with highest priorities
 - Aware of limitations on resources generated through tuition and enrollment funding
 - Endowment is increasing but restricted by use

Framework of Implementation Plan

Five SP goals

- Student success
- Faculty and infrastructure
- Interdisciplinary scholarship
- Organizational excellence
- Local and global engagement

Three overarching IP actions

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

THE PATHWAY TO THE FUTURE												
OVERVIEW of the FY2018 – FY2020 Implementation Plan												
OVERARCHING ACTIONS	INITIATIVES SUPPORTING THE STRATEGIC PLAN	GOALS					START YEAR				RESPONSIBILITY	
		1	2	3	4	5	FY17	FY18	FY19	FY20		
CULTIVATE EXCELLENCE & CONTINUE INVESTING IN AREAS OF EMPHASIS	Enhance opportunities for interdisciplinary education, research and scholarship.	✓	✓	✓	✓		→	•			Executive VC & Provost VC Research & Innovation	
	Enhance commitment to a diverse university.	✓	✓	✓	✓	✓	→	•			VC University Advancement Executive VC & Provost	
	Increase the number of tenured and tenure-track faculty.	✓	✓	✓	✓	✓	→	•			Executive VC & Provost VC Research & Innovation VC Finance & Administration VC University Advancement	
	Encourage focused campus partnerships, programs and communications to foster excellence in global engagement.	✓	✓		✓	✓	→	•			Executive VC & Provost VC for Research & Innovation VC University Advancement	
ENHANCE STUDENT, FACULTY & STAFF SUCCESS	Improve student success through improved admissions, enrollment and retention.	✓	✓				→	•			Executive VC & Provost	
	Provide integrated student support services: One Stop Shop–Student Central.	✓			✓		→	•			Executive VC & Provost VC Finance & Administration	
	Promote undergraduate student success through high impact experiences.	✓		✓		✓	→	•			Executive VC & Provost VC & Dean DASA	
	Promote higher-order skills in critical and creative thinking: THINK – a quality enhancement program.	✓	✓				→	•			VC & Dean DASA Executive VC & Provost	
	Enhance initiatives provided by the University College to serve the needs of undergraduate students.	✓	✓				→	•			Executive VC & Provost VC & Dean DASA	
	Promote graduate student and post-doctoral success.	✓	✓	✓			→	•			Executive VC & Provost VC Research & Innovation VC Finance & Administration	
	Create a culture of continuing professional development for staff and faculty.				✓		→	•			Executive VC & Provost VC & General Counsel VC Finance & Administration	
	Promote a culture of entrepreneurship in support of NC State students, faculty, staff and alumni.	✓	✓	✓	✓	✓	→				Executive VC & Provost VC Research & Innovation VC Finance & Administration	
	Enhance institutional pride.	✓	✓	✓	✓	✓	→	•			Chancellor's Cabinet	
IMPROVE INSTITUTIONAL EFFECTIVENESS WHILE GROWING & REALIGNING RESOURCES	Improve institutional data integration and analytic capacity.				✓		→	•			Executive VC & Provost VC Information Technology	
	Regularly review the effectiveness and efficiency of administrative processes.				✓		→	•			Chancellor's Cabinet	
	Regularly review the effectiveness and efficiency of academic programs.	✓			✓		→	•			Executive VC & Provost	
	Improve processes for providing support to the research enterprise.		✓	✓	✓	✓	→	•			Executive VC & Provost VC Research & Innovation VC Finance & Administration	
	Align campus physical infrastructure improvements and utilization with our strategic plan.	✓	✓	✓	✓		→	•			VC Finance & Administration Executive VC & Provost	
	Develop resource generation, cost-cutting and reallocation strategies to support the strategic plan.	✓	✓	✓	✓	✓	→	•			Executive VC & Provost VC Finance & Administration	
	Enhance private support to the University.	✓	✓	✓	✓	✓	→	•			VC University Advancement	

5 January 2018

Full plan will be posted at go.ncsu.edu/sp-implementation



1. Student Success

Key Actions

- Access: Multiple Pathways to NC State; Enrollment Strategy
- Central Resources: Academic Success Center, Student Services Center
- Quality Enhancement Plan
- Intersection of Critical and Creative Thinking, Design Thinking and Entrepreneurial Thinking
- NC State Entrepreneurship

Multiple Pathways to NC State for Undergraduate Students

Traditional fall
freshmen cohort

Spring Connection
freshmen cohort

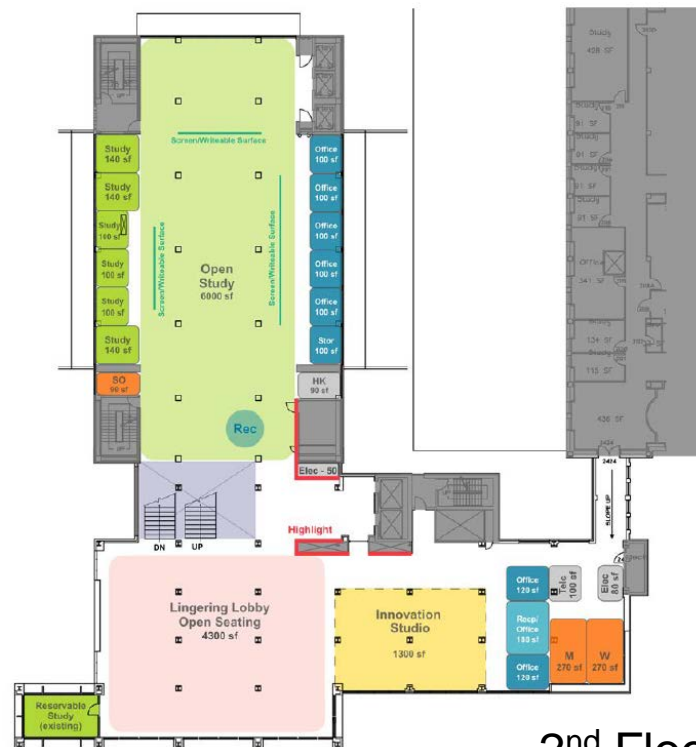
Clear transfer
degree plans

College
partnership
programs

NC State C3
Dual-Admission
Program

Academic Success Center at D.H. Hill Library

- Budget: \$13.5M
- Estimated completion: Fall 2020
- 2nd floor
 - Drop-in tutoring and by appointment
 - Writing center
 - Drop-in academic coaching, academic advising and career counseling
 - Undergraduate Research Office
- 3rd floor:
 - New library visualization and data spaces



2nd Floor

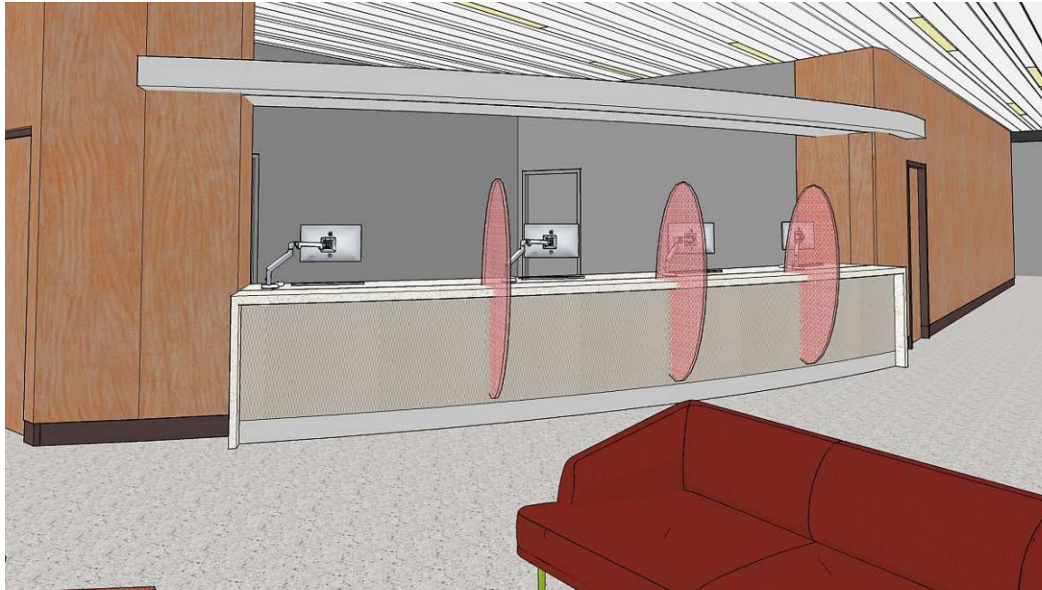
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3rd Floor

Student Services Center in Harris Hall, 2nd Floor



- Co-locate Cashier, Registration and Records, and Scholarships and Financial Aid
- Budget: **\$1.4M**
- Estimated completion: **May 2018**

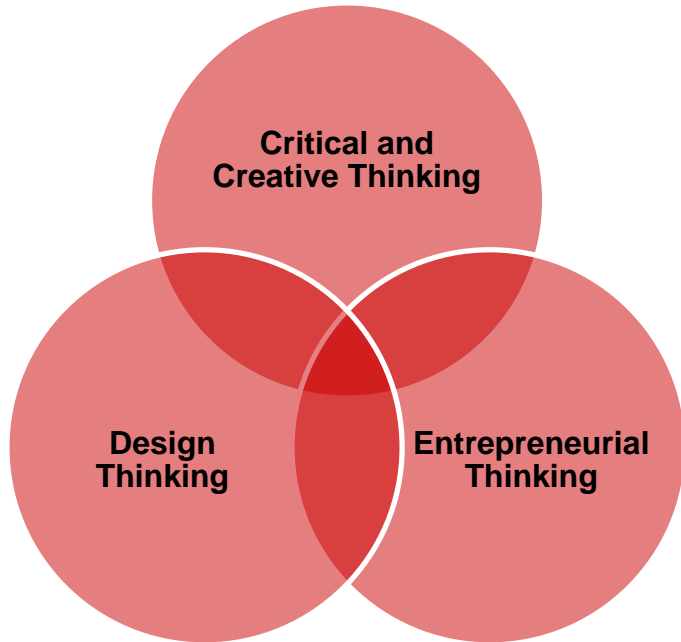
QEP: TH!NK

Higher-order Skills
in Critical and Creative Thinking

- Expand and assess implementation of TH!NK strategies
- Expand delivery of faculty workshops and a faculty learning-community
- Build collaboration with libraries to integrate library resources
- Explore strategies to integrate TH!NK training and mentoring into existing infrastructure



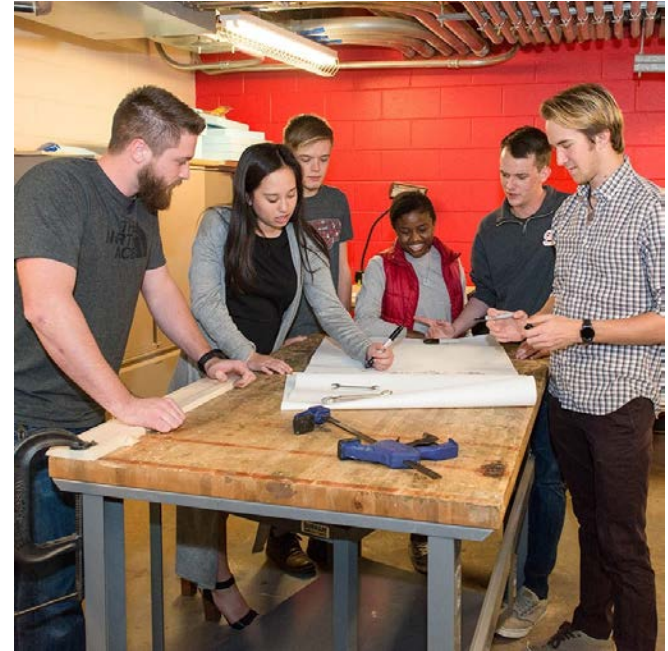
NC State: **Think** and Do

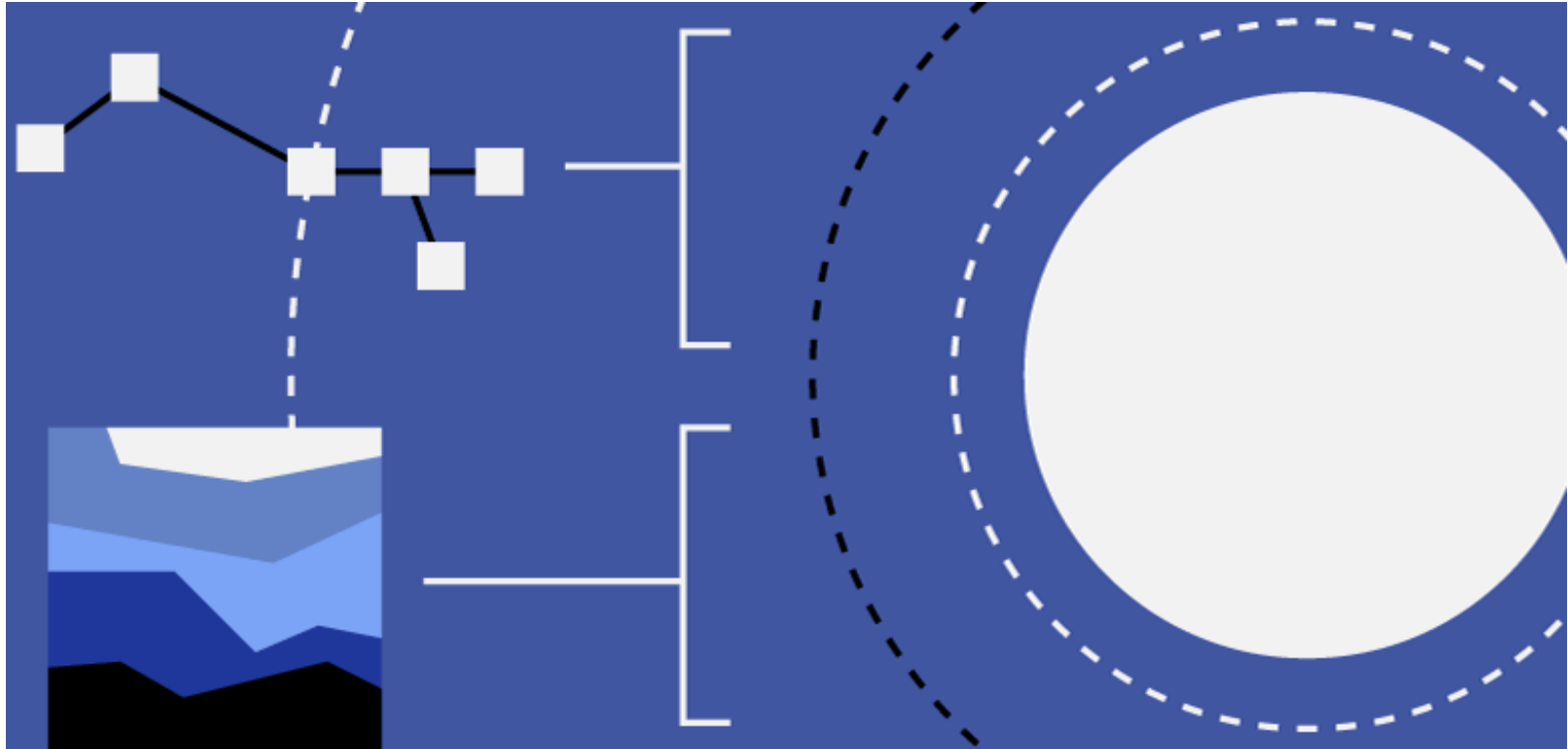


- What characteristics and skills are unique to NC State and how do they inform curricular and co-curricular activities?
- Synergy around the intersections of different ways of “thinking”
- Can we build on the QEP?

NC State Entrepreneurship

- Alliance model for entrepreneurship programs
 - Serving as a hub for entrepreneurship at NC State
 - Consolidated communications strategy, new website
 - Strategic coordination at the university level
- Entrepreneurship Clinic to expand at Raleigh HQ
- Undergraduate Certificate in Interdisciplinary Entrepreneurship
 - Starting in Fall 2018





2. Faculty and Infrastructure

Key Actions

- Recruiting and Retaining Faculty
- Core Research Facilities
- electronic Research Administration (eRA)
- NC Plant Sciences Building
- Engineering Building Oval

T/TT Faculty Transitions: FY 2012 - FY 2017

407

Hires

242

Retentions

361

Separations

\$104.7M

Start-up
costs
(one-time)

\$4.9M

Retention
costs
(salary and benefits)

400

Eligible for
retirement

Recruiting Faculty

Start-ups

Renovated
spaces

Faculty clusters

Disciplinary hires

Core facilities

Retaining Faculty

Prioritizing
faculty salaries

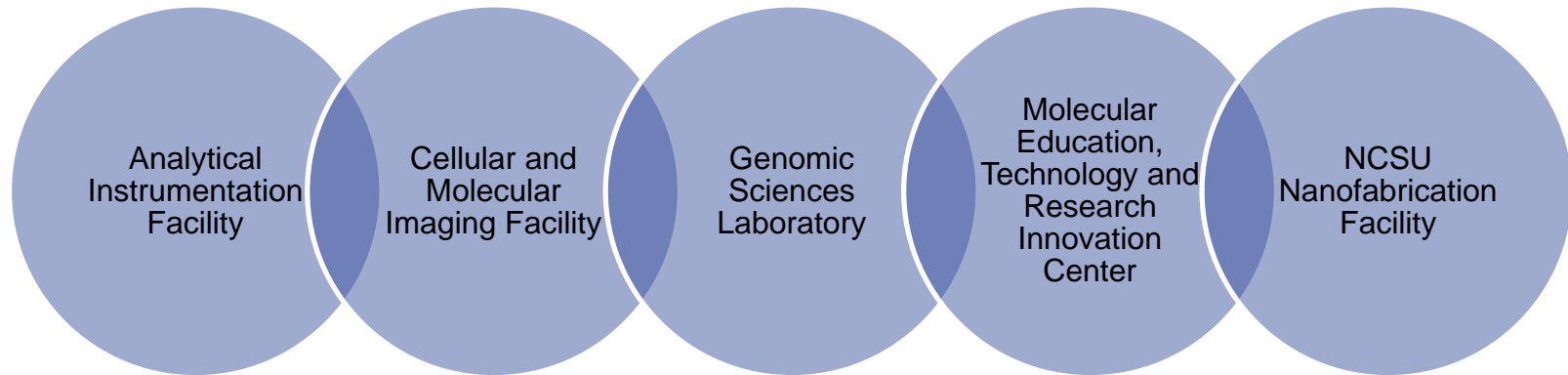
Advocate for
more flexibility
over salary
increases

Campus and
departmental
culture

Endowed
professorships
and chairs

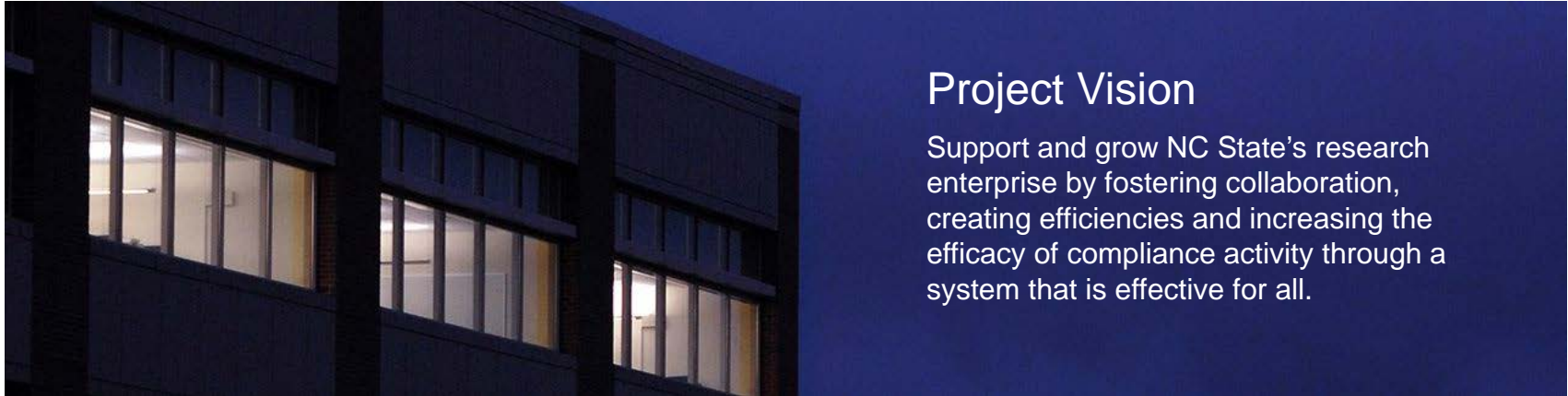
University
Faculty Scholars

Shared Core Research Facilities



- Improve delivery of services via lab management software platform
- Coordinate large-scale instrument acquisition strategies with faculty recruitment and retention processes

electronic Research Administration (eRA)



Project Vision

Support and grow NC State's research enterprise by fostering collaboration, creating efficiencies and increasing the efficacy of compliance activity through a system that is effective for all.

- Selected system to be announced in early 2018
- Implementation and training phase to begin after the project is awarded and the contract is finalized

Engineering Building Oval (EB Oval)

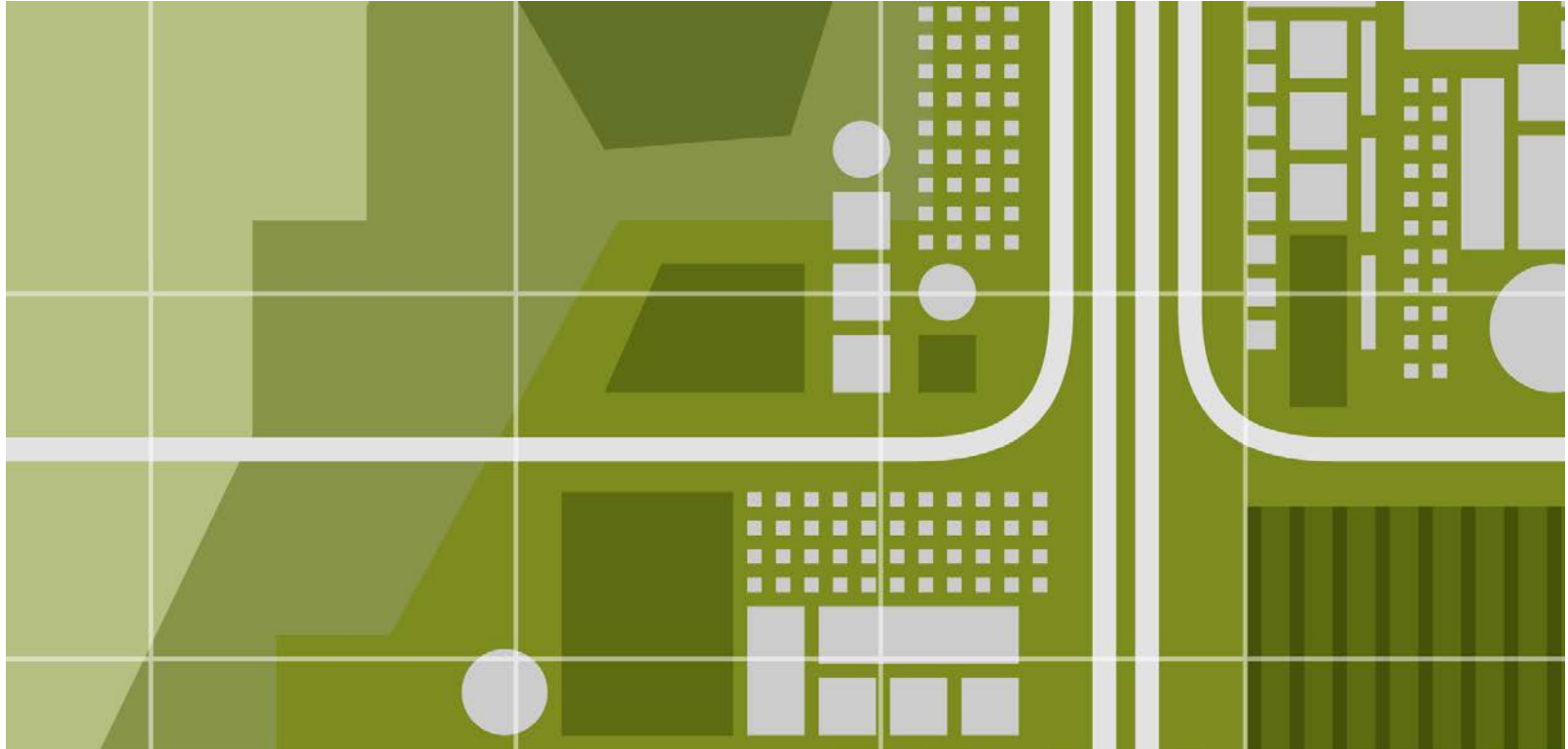


- Budget: **\$137M**
- Space: **225,000 GSF**
- Construction start:
Spring 2018
- Estimated completion:
June 2020

NC Plant Sciences Building



- Budget: **\$160.2M**
- Space: **187,000 GSF**
- Construction start:
Summer 2019
- Estimated completion:
Winter 2021



3. Interdisciplinary Scholarship

Key Actions

- Chancellor's Faculty Excellence Program
- Interdisciplinary Undergraduate Programs
- Interdisciplinary Graduate Programs
- Plant Sciences Initiative
- Interdisciplinary Spaces

Chancellor's Faculty Excellence Program



- 72 cluster faculty hires to date
- Looking forward
 - 8 open positions in 3* clusters, 2 rehires for vacated positions
 - 3 open cluster-connecting positions
 - Support the ongoing success of the clusters

*Unshaded clusters have open searches

Interdisciplinary Undergraduate Programs

- First-year programs
 - Life sciences
 - Environmental sciences
 - Explore model for other topics
- Interdisciplinary or multidisciplinary degree



Interdisciplinary Graduate Programs

- Interdisciplinary graduate programs are affiliated with:
 - Departments/colleges
 - Centers and institutes
 - Clusters
- Foster sustainability and growth of interdisciplinary programs
 - Implement clear and consistent administrative structures
 - Develop clear and consistent funding models



Plant Sciences Initiative



- Led by NC State and the N.C. Department of Agriculture and Consumer Services
- Plan to work across multiple colleges and departments and partner with agricultural stakeholders to assemble and recruit top faculty
- Hired inaugural PSI director

Initial recommended platforms: plant improvement; plant data sciences; and food systems, environmental sustainability and resilience

Interdisciplinary Spaces: Biomedical Partnership Center



- New building on Centennial Biomedical Campus
- First floor – Outside partners
- Second floor – NC State faculty
 - Designed for interdisciplinary collaboration with open floor plan, open labs and shared resources
 - Will bring engineering and veterinary medicine faculty together



4. Organizational Excellence

Key Actions

- Improve Accuracy and Reliability of Enrollment Planning
- Further Strengthen Commitment to Equity, Diversity, Inclusion and Cultural Competence
- Campus Capacity and Assessment Study
- Centennial Campus Innovation District
- Align Resources with Highest Priorities
- Continue to Focus on Strategic Risk Management and Compliance
- Strategic Planning

Improve Accuracy and Reliability of Enrollment Planning

Improved
planning tools

More deliberate
student
recruitment

Better
communications

Headcount
history

Projection
algorithms

Research
and mining

Slate CRM

Internal
(programs)

External
(students)

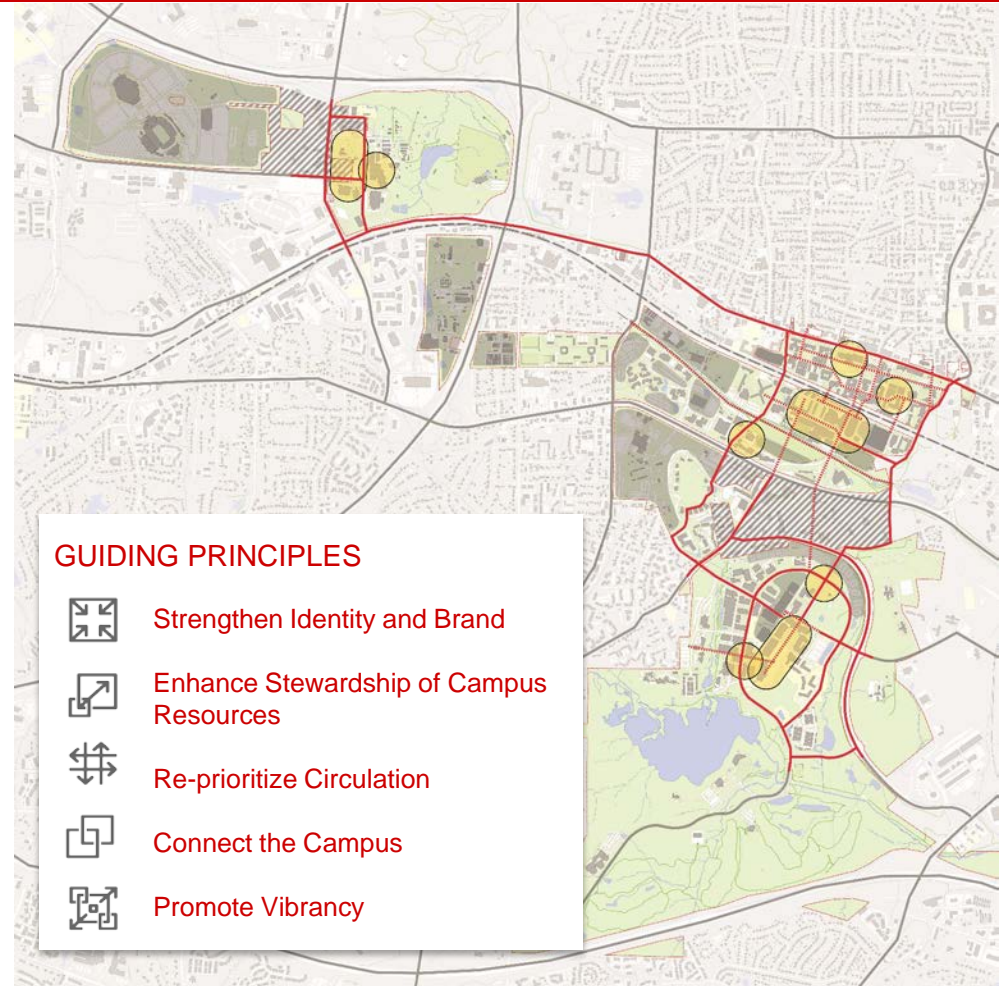
Further Strengthen Commitment to Equity, Diversity, Inclusion and Cultural Competence



- Cultural Competence
 - Website:
go.ncsu.edu/cultural-competence
- Title IX Online Training
 - Required for designated Responsible Employees; encouraged for all faculty, staff and students
- Military and Veteran Service Center

Campus Capacity and Assessment Study

- A tool to align the physical campus with the strategic plan
- Provides the framework for engaging the campus community in a rich dialogue about what is best for NC State
- Complements the 2014 Physical Master Plan
- Evaluates ideas and projects through the lenses of the guiding principles
- Ensures the **highest and best use** of campus resources



GUIDING PRINCIPLES



Strengthen Identity and Brand



Enhance Stewardship of Campus Resources



Re-prioritize Circulation



Connect the Campus



Promote Vibrancy

Centennial Campus Innovation District



- 32-acre phased mixed use development
- Innovation ecosystem intended to create a more vibrant and collaborative campus experience
- University mission-driven and NC State branded
- Start development in 2019

Continue to Focus on Strategic Risk Management and Compliance

- Chancellor's Cabinet oversees Strategic Risk Management process
- Compliance efforts led by University Compliance Steering Committee



Strategic Planning



- Strategic planning is a continuous and ongoing process
- Current plan ends in 2020
- Begin development of next Strategic Plan in FY 2019-20



5. Local and Global Engagement

Key Actions

- Educational Partnerships
- Industry Partnerships
- Economic Development Partnerships
- Governmental Partnerships
- International Partnerships

Educational Partnerships: NC State Community College Collaboration



- Dual-admission program between NC State and 8 NC Community Colleges in regional proximity
- 120 students per year from low-to-moderate income households
- Requires completion of an associate degree within 3 years and a continuous 3.0 minimum GPA
- Inaugural cohort: Fall 2018

Industry Partnerships



- Signed MRA in 2012
- To date: 68 funded projects, 33 NC state co-op students, 32 invention disclosures, 23 presentations/posters, 19 published manuscripts, 10 NC State hires
- Plans to expand work with NC State in coming years; new research collaborations with PCOM and CALS underway



- Opened a Research and Innovation Center on Centennial Campus in 2011
- Actively works with COE and COT faculty and students to develop new products
- Partnering with CHASS/Psychology on app user experience
- Partnering with Nonwovens Institute on plastic fiber layers and micro particles

Economic Development Partnerships: North Carolina Fabrication Discovery Center



- Align textiles-based economic development in NC
- Create a hub for comprehensive textiles-based workforce development, research and development, product innovation and entrepreneurship
- Increase opportunity for rural and 1st generation students

Governmental Partnerships: City of Raleigh



- Hillsborough Street
- Dorothea Dix Park
- Connecting Main Campus and Centennial Campus (Pullen Road/Bilyeu Street extension)

International Partnerships

Initiating new
strategic
partnerships

- Makerere University (Uganda)
- Czech Technical University (Czech Republic)
- Charles University (Czech Republic)
- Shanghai Jiao Tong University (China)

Strengthening
existing
strategic
partnerships

- Nagoya University (Japan)
- University of Adelaide (Australia)
- University of São Paulo (Brazil)
- University of Surrey (United Kingdom)
- University of Wollongong (Australia)

Increasing
international
seed funding
to faculty

global.ncsu.edu/research/funding/seed-grants/

Plus NC State European Center in Prague

QUESTIONS?