NC STATE
THINK AND DO
THE EXTRAORDINARY

Administrative Leadership Meeting

Randy Woodson
Chancellor
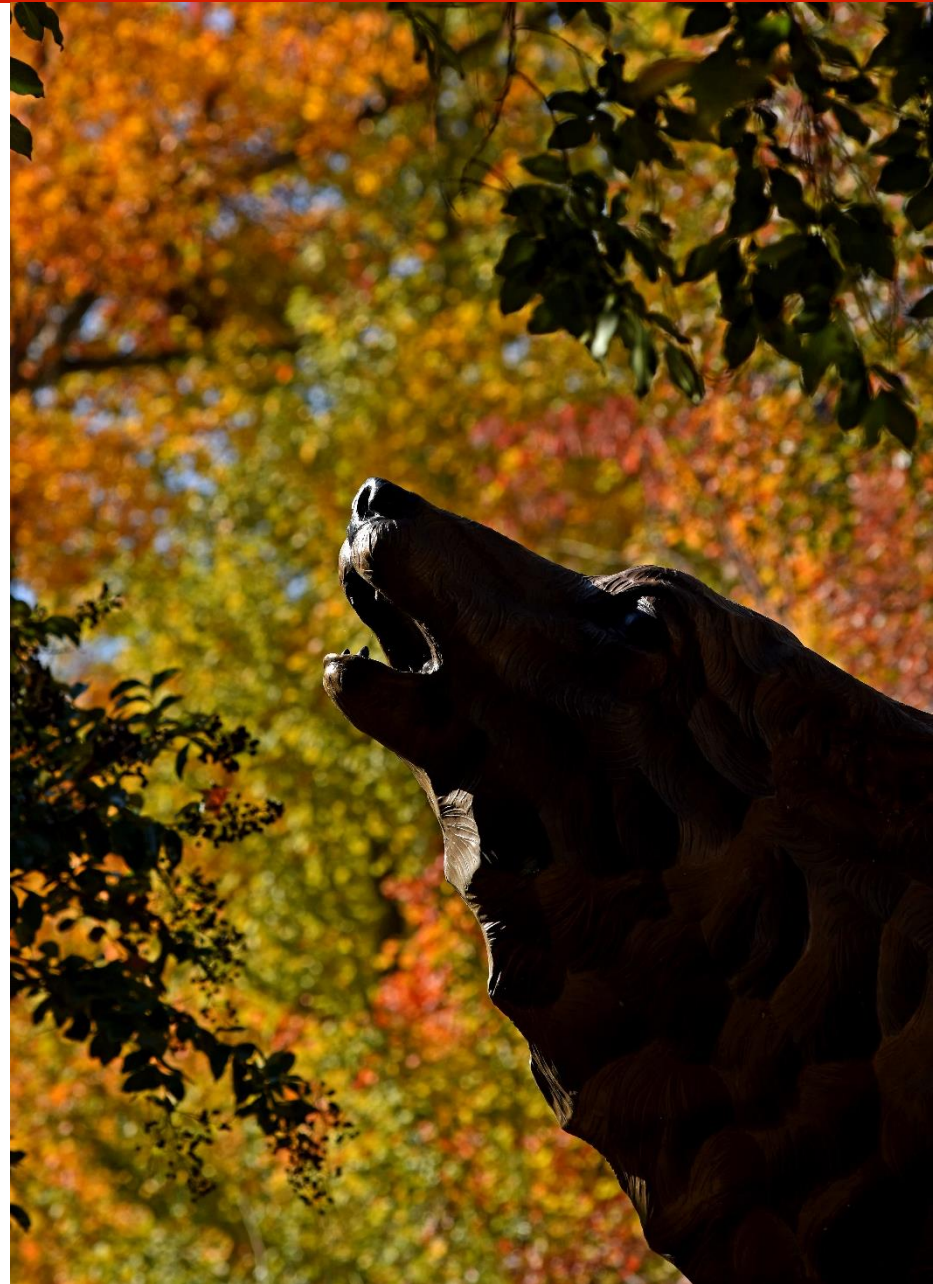
Tuesday, November 20, 2018

Upcoming ALMs

January 8, 2019	Research and Innovation Overview	Titmus

Board of Governors, Trustees and System Updates

- Legislative Priorities

- Trustee Tuition Recommendation

- UNC System President

Faculty Award for Excellence

Questions?

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Summer 2010

Initiated strategic planning process

Spring 2011

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

Fall 2011

Released 1st 3-year implementation plan (FY 2012, 2013, 2014)

Spring 2013

Finalized metrics and established baselines and goals

Fall 2014

Reported on results of 1st 3-year implementation plan

Released 2nd 3-year implementation plan (FY 2015, 2016, 2017)

Spring 2018

Reported on results of 2nd 3-year implementation plan

Released final 3-year implementation plan (FY 2018, 2019, 2020)

Spring 2019

Begin plan-to-plan process for next Strategic Plan, which will be created in 2019-20

Goal 1: Success of Our Students
Key Accomplishments since Fall 2017

- Central resources: Student Services Center, Academic Success Center
- Satellite offices for Student Health and Counseling Centers
- Academic advising via Student Success GPS
- Enrollment planning and implementation
- University Housing: first-year requirement for living on campus, Living and Learning Initiatives
- Alternative pathway programs: Spring Connection, Community College Collaboration (C3)
- Internships: Rural Works!, Provost's Professional Experience Program
- Graduate student initiatives: Ronald E. McNair Scholars, Accelerate to Industry Program
- Student Food and Housing Security Initiative
- Student honors and awards

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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 2017	Fall 2018	Trend
Enrollment Profile *Undergraduate Students (head count)*	25,246	25,713	24,150	25,199	→
Enrollment Profile *Graduate Students (head count)*	9,130	11,287	10,282	10,280	↗
Admissions Profile *Mean SAT*	1186	1275	1309[1]	1319	↗
Admissions Profile *Top 10% of Class*	42%	55%	47%	48%	↗
Student Diversity *% Female*	45%	~ 50%	45%	47%	↗
Student Diversity[2] *% Under Represented Minority*	17%	Increase	18%	19%	↗

1. New SAT format.   2. Metric updated to include 2 or more races.

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How We Measure Success

Metric	Baseline (Fall 2011)	Goal (Fall 2021)	Fall 2017	Fall 2018	Trend
Undergrad 1st Year Retention[1]	89%	94%	94%	94%	↗
Undergrad 6-Year Grad. Rate[2]	73%	80%	79%	81%	↗
Undergrad 4-Year Grad. Rate[2]	42%		57%	59%	↗
Grad Student Completion Rate[2] *Masters (4 Years)*	83%	88%	85%	85%	↗
Grad Student Completion Rate[2] *Doctoral (6 Years)*	55%	60%	60%	61%	↗

1. *Fall data regards persistence of previous year's cohort, i.e. Fall 2011 baseline data is about Fall 2010 freshman cohort.*
2. *Fall data includes completions through end of previous academic year, i.e. Fall 2011 baseline data includes completions through AY 2010-11*

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How We Measure Success

Metric	Baseline (AY 10-11)	Goal (AY 20-21)	AY 16-17	AY 17-18	Trend
Associates Degrees	126	140	157	154	
Bachelors Degrees	5,175	5,800	5,677	5,786	
Masters Degrees	2,080	2,500	2,717	2,662	
Doctoral Degrees	395	540	540	533	
DVM Degrees	77	100	95	100	

Goal 2: Scholarship and Research
Goal 3: Interdisciplinary Scholarship
Key Accomplishments since Fall 2017

- Chancellor's Faculty Excellence Program

- University Faculty Scholars

- Research Leadership Academy

- Internal grants: Chancellor's Innovation Fund, Game-Changing Research Incentive Program, Non-laboratory Scholarship / Research Support Program

- Enterprise Research Administration (eRA) project

- METRIC Core Research Facility

- External grant examples: NSF Innovation Corps (I-Corps) Site, NIEHS-funded study on GenX exposure, NIIMBL

- Faculty honors and awards

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How We Measure Success

Metric	Baseline (Fall 2010)	Goal (Fall 2020)	Fall 2017	Fall 2018	Trend
Faculty Profile *Tenured/Tenure-track (FTE)*	1,343	1,700	1,381	1,384[1]	➡
Faculty Profile *Non Tenure-track (FTE)*	562	530-580	598	619[1]	➡

Metric	Baseline (CY 2010)	Goal (CY 2020)	CY 2016	CY 2017	Trend
Post-doc Scholars[2] *(Headcount)*	231	400	487	485	➡

1. *Preliminary data from Fall 2018 census.*
2. *Metric represents post-docs reported to NSF .*

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How We Measure Success

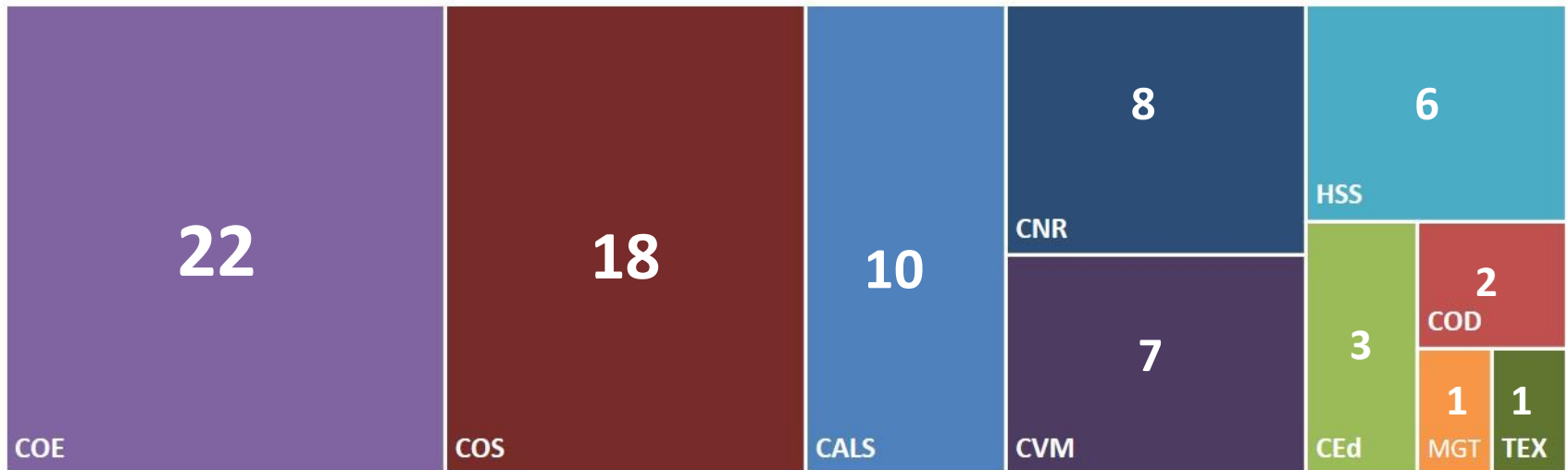| Metric	Baseline (FY 10-11)	Goal (FY 20-21)	FY 15-16	FY 16-17[2]	Trend
Research Expenditures:[1]					
Total ($1,000s)	$378,154	$575,000	$489,918	$500,445	↗
Federal ($1,000s)	$155,293	$250,000	$202,336	$218,274	↗
Non-Federal ($1,000s)	$222,861	$325,000	$287,582	$282,171	↗
Research Expenditures[1] per T/TT Faculty:					
Total ($1,000s)	$282	$338	$361	$360	↗
Federal ($1,000s)	$116	$147	$149	$157	↗
Non-Federal ($1,000s)	$166	$191	$212	$203	↗

1. *Data per NSF Survey of Research and Development Expenditures at Universities and Colleges/Higher Education Research and Development (HERD) Survey.*
2. *2016-17 data is latest available.*

Goal 4: Organizational Excellence
Key Accomplishments since Fall 2017

- Leadership changes: VC for External Affairs, Partnerships and Economic Development; VC for Finance and Administration; VC and General Counsel; Deans (Sciences, Management, Graduate School); Senior Vice Provost and Director of Libraries; other Vice Provosts

- Data initiatives: Institutional Data Profiles, admissions status reporting, Academic Analytics

- Diversity and Inclusion initiatives: Cultural Competency, Bias Incident Response Team

- Building projects: State View Hotel, Carmichael Addition and Renovation, Fitts-Woolard Hall, Plant Sciences Research Complex

- North Oval Development

- Significant gifts and namings

- Portal, HR System and Student Information Systems upgrades

- Policy, Regulation and Rule updates

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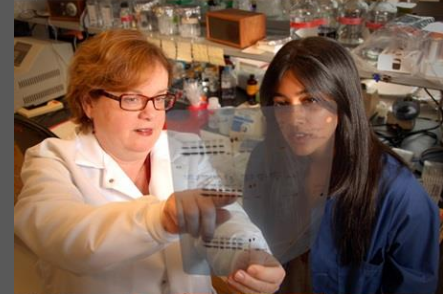
How We Measure Success

Metric	Baseline (FY 10-11)	Goal (FY 20-21)	FY 16-17	FY 17-18	Trend
Annual Giving (Total Receipts)	$95M	$200M	$145M	$165M	→
Total Gifts and New Commitments	$107M		$225M	$215M	→
Annual Donors	20,918	30,000	24,012	28,851	→
Endowment	$618M	$1,206M	$1,123M	$1,294M	→
Think and Do The Extraordinary		Goal $1.6B	At launch $1.0B	Current[1] $1.41B	→

1. *As of November 13, 2018.*

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How We Measure Success

Metric	Baseline (Fall 2010)	Goal (Fall 2020)	Fall 2017	Fall 2018	Trend
% Female Faculty (Headcount)					
Tenured/Tenure-track	25%	Increase	31%	33%[1]	
Non Tenure-track	47%	~ 50%	48%	54%[1]	
% URM Faculty (Headcount)					
Tenured/Tenure-track	16%	Increase	20%	22%[1]	
Non Tenure-track	10%	Increase	13%	15%[1]	

1.   *Preliminary data from Fall 2018 census.*

Goal 5: Local and Global Engagement
Key Accomplishments since Fall 2017

- NC State Entrepreneurship
- Wolfpack Investor Network
- Office of Partnerships and Economic Development
- NC State European Center in Prague
- Ongoing development of international partnerships
- Generation Study Abroad participation
- Educational partnerships, including Community College Collaboration (C3)
- IBM Quantum Computing Hub
- Smart Cities Initiative

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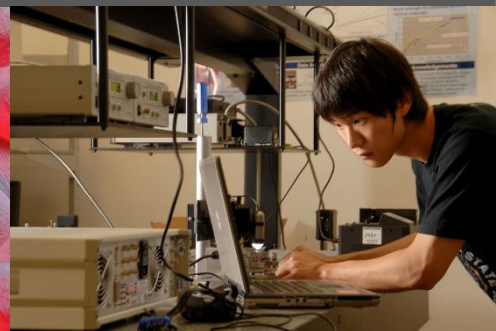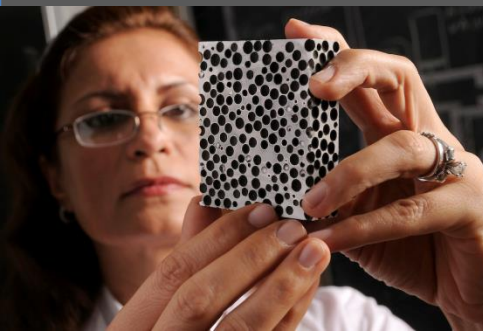
How We Measure Success

Metric	Baseline (AY 10-11)	Goal (AY 20-21)	AY 16-17	AY 17-18	Trend
Study Abroad: *All categories (students)*	1,102	1,600	1,430[1]	1,665[1]	
Co-op Activity:					
Co-op Work Rotations	884	1,300	1,553	1,493	
Students	692	1,000	1,141	1,134	

1. *Includes traditional study abroad and research abroad*

How We Measure Success

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Metric	Baseline (FY 10-11)	Goal (FY 20-12)	FY 16-17	FY 17-18	Trend
Innovation and Entrepreneurship Activity:					
Total Commercialization Agreements	90	Increase	169	141	↗
Start-up Companies	6	Increase	15	20	↗

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How We Measure Success

Metric	Baseline (2011[1] Edition)	Goal	2018 Edition	2019 Edition
U.S. News Ranking *(National Universities)*				
Overall	111	Top 80	81	80
Public	52	Top 25	33	32

1. *Baseline rank is from 2011 edition which was released Fall 2010.*

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U.S. News Overall Rank
2011 to 2019 Editions
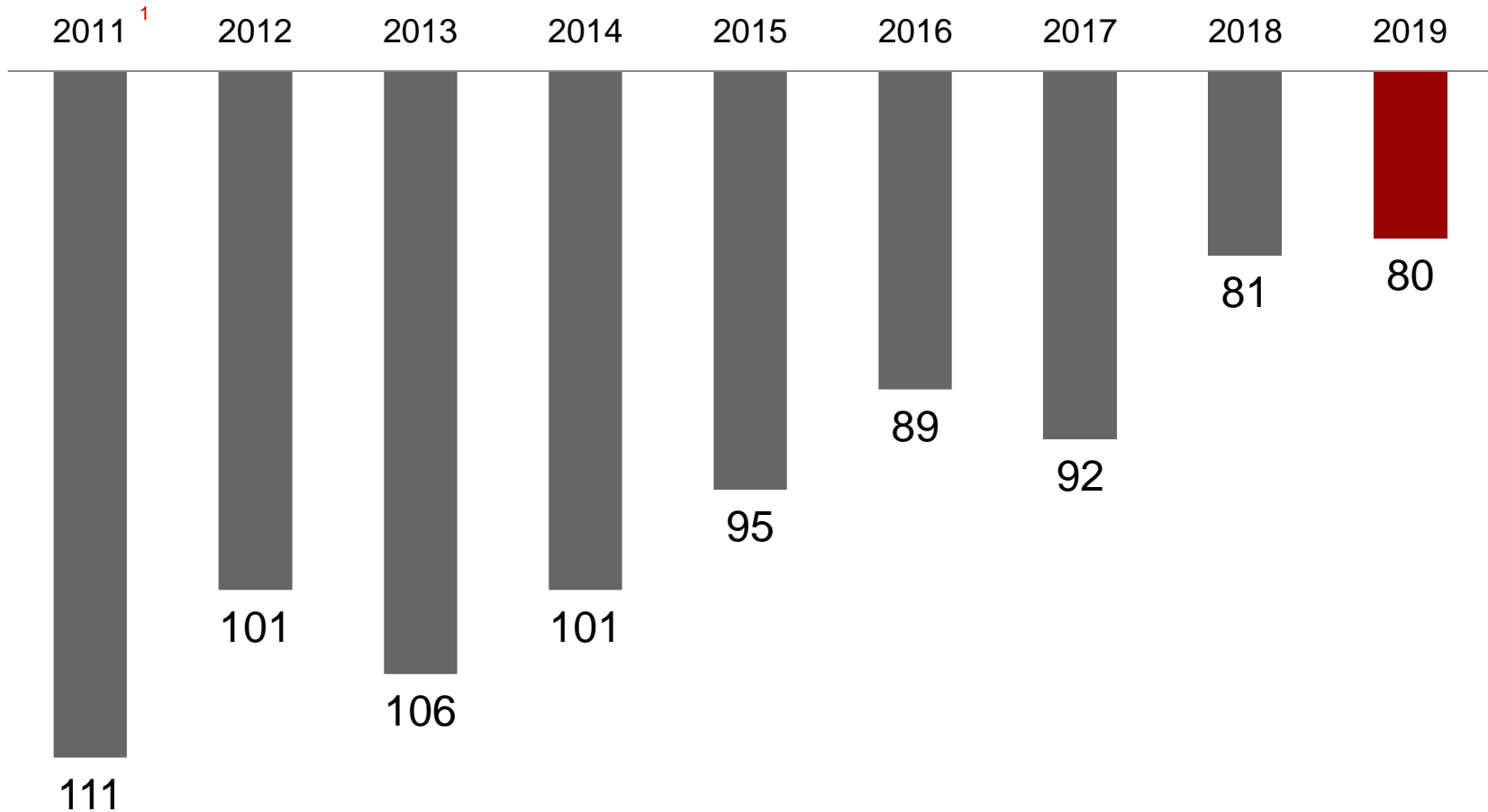
2011 [1]	2012	2013	2014	2015	2016	2017	2018	2019
111	101	106	101	95	89	92	81	80

1. *Baseline rank is from 2011 edition which was released Fall 2010.*

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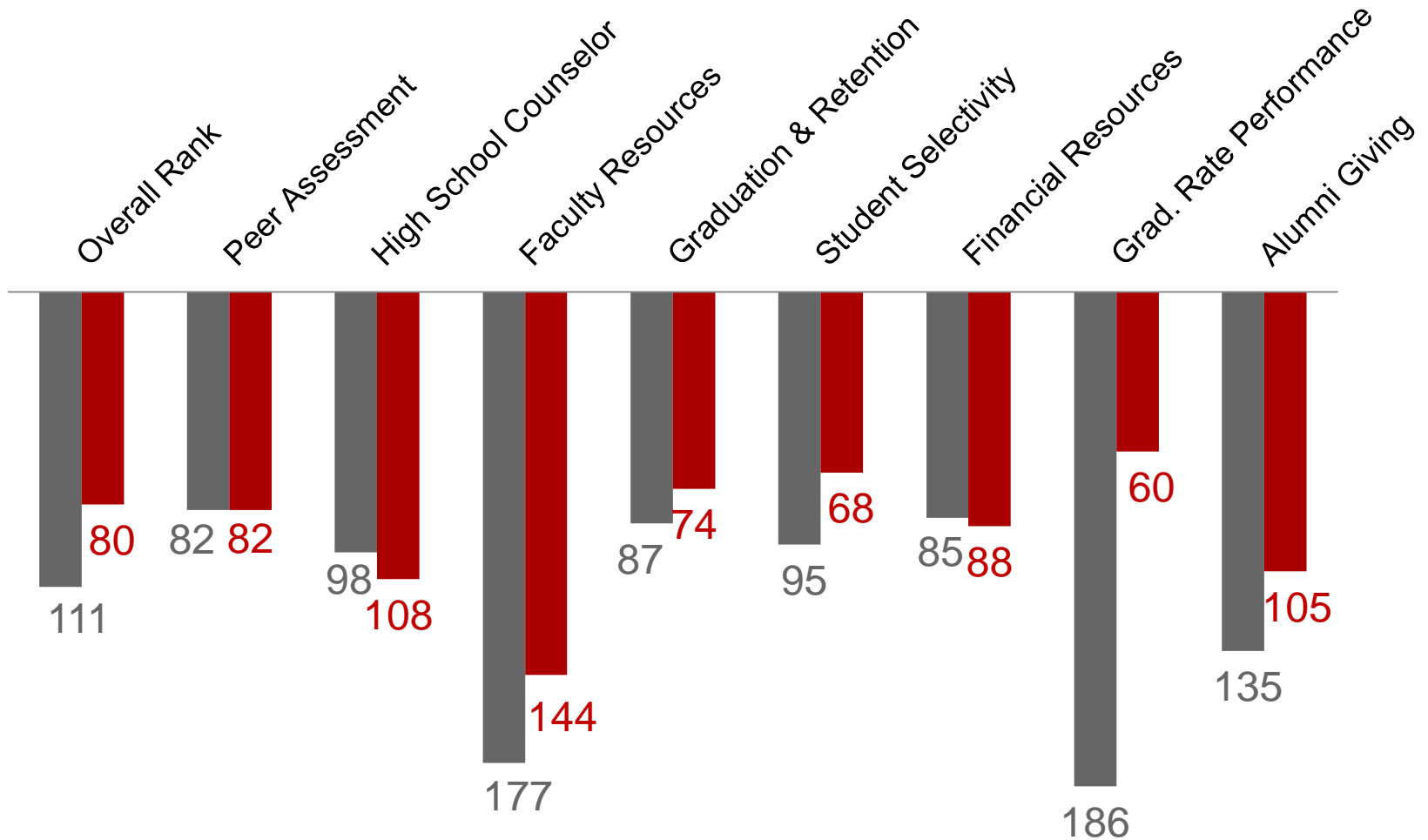
NC State Among the Best Investments

Kiplinger's Personal Finance, 2018

- 9th in Best Value for In-State Students Among Public Colleges
- 7th in Best Value for Out-of-State Students Among Public Colleges

Money, 2018

- 31st in Best Colleges for Your Money
- Top school in North Carolina, two spots ahead of Duke University

Milken Institute, 2018

- Named Raleigh as the 2nd best-performing large metro area in the nation
- Cited NC State's leadership in research, industry partnerships and workforce development as key drivers of the city's booming economy

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