Upcoming ALMs

January 14	Athletics	Titmus
March 10	Office of General Counsel	Titmus

An Extraordinary Red and White Week

- Surpassed the Think and Do the Extraordinary Campaign Goal
  - Established 636 new scholarships and fellowships
  - Created 83 endowed faculty positions
  - Increased endowment to $1.4 billion

APLU 2019 Innovation and Economic Prosperity Awards

- IEP awards recognize innovative projects or programs in economic engagement

- IEP Economic Engagement Connections Award
  - Entrepreneurship Clinic
  - Northeast Leadership Academy
  - Biomanufacturing Training and Education Center

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)

Fall 2019

Began the planning process for next Strategic Plan

Goal 1: Success of Our Students
Key Accomplishments since Fall 2018

- Central resources: Student Services Center, Academic Success Center

- Academic advising via Student Success GPS

- Enrollment planning and implementation

- Growth of alternative pathway programs: Spring Connection, Community College Collaboration (C3), Transfer Services

- Internship and scholar programs: Rural Works!, Provost's Professional Experience Program, Golden Leaf Scholars

- Graduate student support and initiatives: Fellowships, Accelerate to Industry

- Student honors and awards

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Enhance organizational excellence
Enhance local & global engagement

How We Measure Success

Metric	Baseline (Fall 2010)	Goal (Fall 2020)	Fall 2018	Fall 2019	Trend
Enrollment Profile *Undergraduate Students (headcount)*	25,246	25,713	25,199	25,973	↗
Enrollment Profile *Graduate Students (headcount)*	9,130	11,287	10,280	10,331	↗
Admissions Profile *Mean SAT[1]*	1186	1275	1319	1337	↗
Admissions Profile *Top 10% of Class*	42%	55%	48%	50%	↗
Student Diversity *% Female*	45%	~ 50%	47%	48%	↗
Student Diversity *% Under Represented Minority*	17%	Increase	21%	22%	↗

1. New SAT format in 2017

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How We Measure Success

Metric	Baseline (Fall 2011)	Goal (Fall 2020)	Fall 2018	Fall 2019	Trend
Undergrad 1st Year Retention[1]	89%	94%	94%	94%	↗
Undergrad 6-Year Grad. Rate[2]	73%	80%	81%	82%	↗
Undergrad 4-Year Grad. Rate[2]	42%		59%	64%	↗
Grad Student Completion Rate[2] *Masters (4 Years)*	83%	88%	85%	84%	↗
Grad Student Completion Rate[2] *Doctoral (6 Years)*	55%	60%	61%	57%	↗

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 19-20)	AY 17-18	AY 18-19	Trend
Associates Degrees	126	140	154	143	↗
Bachelors Degrees	5,175	5,800	5,786	5,954	↗
Masters Degrees	2,080	2,500	2,662	2,762	↗
Doctoral Degrees	395	540	533	571	↗
DVM Degrees	77	100	100	99	↗

Goal 2: Scholarship and Research
Goal 3: Interdisciplinary Scholarship
Key Accomplishments since Fall 2018

- Chancellor's Faculty Excellence Program

- University Faculty Scholars

- Internal grants: Chancellor's Innovation Fund, PSI Game-Changing Research Incentive Program

- Enterprise Research Administration (eRA) project

- External grant examples: AIM-Bio, U-TEAM training grant, Aerial Experimentation Research Platform for Advanced Wireless, Wolfpack WORKS

- Named professorships

- Faculty honors and awards

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How We Measure Success

Metric	Baseline (Fall 2010)	Goal (Fall 2020)	Fall 2018	Fall 2019	Trend
Faculty Profile *Tenured/Tenure-track (FTE)*	1,343	1,700	1,384	1,388	→
Faculty Profile *Non Tenure-track (FTE)*	562	530-580	620	632	→

Metric	Baseline (CY 2010)	Goal (CY 2020)	CY 2017	CY 2018	Trend
Post-doc Scholars[1] *(Headcount)*	231	400	485	517	→

1. *Metric represents post-docs reported to NSF .*

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How We Measure Success

Metric	Baseline (FY 10-11)	Goal (FY 19-20)	FY 16-17	FY 17-18[2]	Trend
Research Expenditures:[1]					
Total ($1,000s)	$378,154	$575,000	$500,445	$509,841	↗
Federal ($1,000s)	$155,293	$250,000	$218,274	$219,258	↗
Non-Federal ($1,000s)	$222,861	$325,000	$282,171	$290,583	↗
Research Expenditures[1] per T/TT Faculty:					
Total ($1,000s)	$282	$338	$360	$369	↗
Federal ($1,000s)	$116	$147	$157	$159	↗
Non-Federal ($1,000s)	$166	$191	$203	$210	↗

1.   Data per NSF Survey of Research and Development Expenditures at Universities and Colleges/Higher Education Research and Development (HERD) Survey.
2.   2017-18 data is latest available.

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How We Measure Success:
Chancellor's Faculty Excellence Program

80 Hires to Date

23	18	10	9	6
COE	COS	CALS	CNR	HSS
			7	3	2
			CVM	CEd	COD
					1	1
					MGT	TEX

By College

| 44 | 25 | 11 |
| Assistant Professor | Associate Professor | Professor |
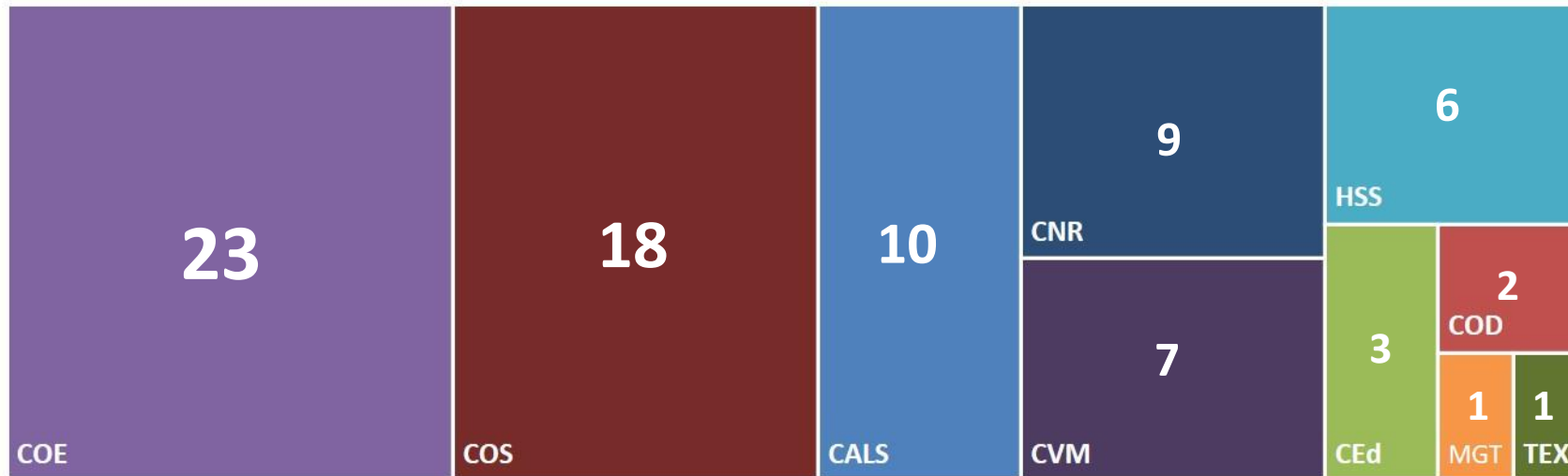
By Rank (at time of hire)

Goal 4: Organizational Excellence
Key Accomplishments since Fall 2018

- Leadership changes and updates: VC for Finance and Administration; VC and General Counsel; VC and Dean for DASA, Deans (Sciences, Management, Graduate School, CNR); Senior Vice Provosts and other Vice Provosts

- Chief Compliance, Enterprise Risk Management, and Ethics Officer

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

- Diversity and Inclusion initiatives: Cultural Competency

- Building projects: Carmichael Addition and Renovation, Fitts-Woolard Hall, Plant Sciences Research Complex, Academic Success Center

- Significant gifts and namings

- Policy, Regulation and Rule updates

- SACSCOC 5th year report

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How We Measure Success

Metric	Baseline (FY 10-11)	Goal (FY 19-20)	FY 17-18	FY 18-19	Trend
Annual Giving (Total Receipts)	$95M	$200M	$165M	$158M	
Total Gifts and New Commitments	$107M		$215M	$220M	
Annual Donors	20,918	30,000	28,851	35,890	
Endowment	$618M	$1,206M	$1,294M	$1,401M	
Think and Do The Extraordinary		Goal $1.6B	At launch $1.0B	Current[1] $1.618B	

1.   As of November 8, 2019.

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How We Measure Success

Metric	Baseline (Fall 2010)	Goal (Fall 2020)	Fall 2018	Fall 2019	Trend
% Female Faculty (Headcount)					
Tenured/Tenure-track	25%	Increase	33%	34%	↗
Non Tenure-track	47%	~ 50%	49%	50%	↗
% URM Faculty (Headcount)					
Tenured/Tenure-track	16%	Increase	22%	22%	↗
Non Tenure-track	10%	Increase	15%	15%	↗

Goal 5: Local and Global Engagement
Key Accomplishments since Fall 2018

- NC State Entrepreneurship
- NC State European Center in Prague
- New Asia strategy
- Ongoing development of international partnerships
- Educational partnerships, including Community College Collaboration (C3)
- Rural strategy
- Outreach and Engagement initiatives
- IBM Quantum Computing Hub
- New Belgium Brewing partnership

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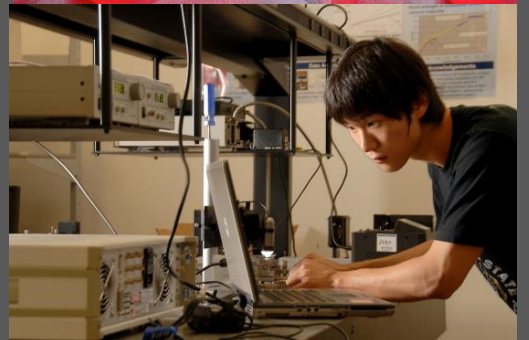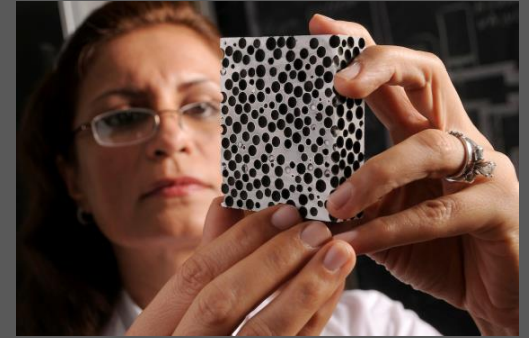
How We Measure Success

Metric	Baseline (AY 10-11)	Goal (AY 19-20)	AY 17-18	AY 18-19	Trend
Study Abroad: *All categories (students)*	1,102	1,600	1,665[1]	1,769[1]	↗
Co-op Activity:					
Co-op Work Rotations	884	1,300	1,493	1,512	↗
Students	692	1,000	1,134	1,194	↗

1. *Includes traditional study abroad and research abroad*

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How We Measure Success

Metric	Baseline (FY 10-11)	Goal (FY 19-20)	FY 17-18	FY 18-19	Trend
Innovation and Entrepreneurship Activity:					
Total Commercialization Agreements	90	Increase	141	155	↗
Start-up Companies	6	Increase	20	21	↗

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How We Measure Success

Metric	Baseline (2011[1] Edition)	Goal	2019 Edition	2020 Edition
U.S. News Ranking *(National Universities)*				
Overall	111	Top 80	80	84
Public	52	Top 25	32	34

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

U.S. News Overall Rank
2011 to 2020 Editions

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2011	2012 [1]	2013	2014	2015	2016	2017	2018	2019	2020
111	101	106	101	95	89	92	81	80	84

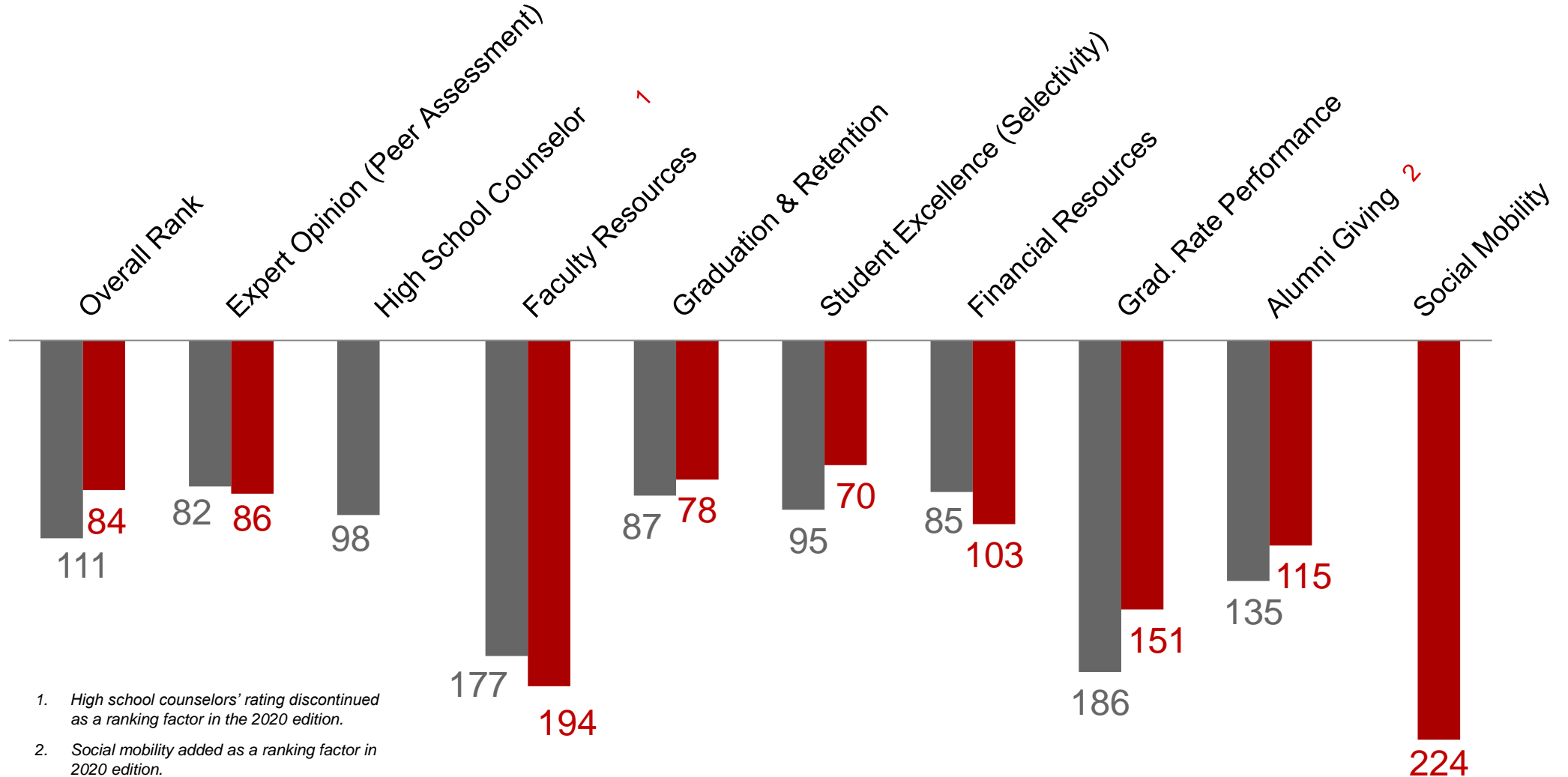1. Baseline rank is from 2011 edition which was released Fall 2010.

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Global Rankings
Previous Edition vs. Current Edition

Shanghai Ranking

DOMINANT INDICATORS:

- Reputation
- Faculty Productivity (Bibliometrics)

| 2019 | 251-300 |
| 2020 | **301-350** |

- Reputation
- Faculty Productivity (Bibliometrics)

| 2019 | 279 |
| 2020 | **285** |

- Faculty Productivity (Bibliometrics and Awards)

| 2018 | 151-200 |
| 2019 | **201-300** |

TIMELINE

2019-20

Campus-wide process to create new plan, similar to process used in 2010

Strategic Planning Executive Steering Committee

9 Task Forces to be announced soon
- Web presence for each task force
- Online forms for submitting ideas

Fall 2020

Review and adopt new plan

2020-21

Create first implementation plan

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