

# **Administrative Leadership Meeting**

Randy Woodson  
Chancellor

Tuesday, January 11, 2022

# Upcoming ALMs

March 15

Titmus

May 10

Titmus



**NATIONAL ACADEMY  
of INVENTORS  
FELLOW**

## **Faculty Success**

- Fred Kish elected as a National Academy of Inventors Fellow

## Commencement

- Conferred more than 3,400 degrees
  - 59 associates
  - 2,031 bachelor's
  - 966 masters
  - 363 doctoral degrees
- 3,289 new NC State alumni
- Mark Templeton served as Commencement speaker







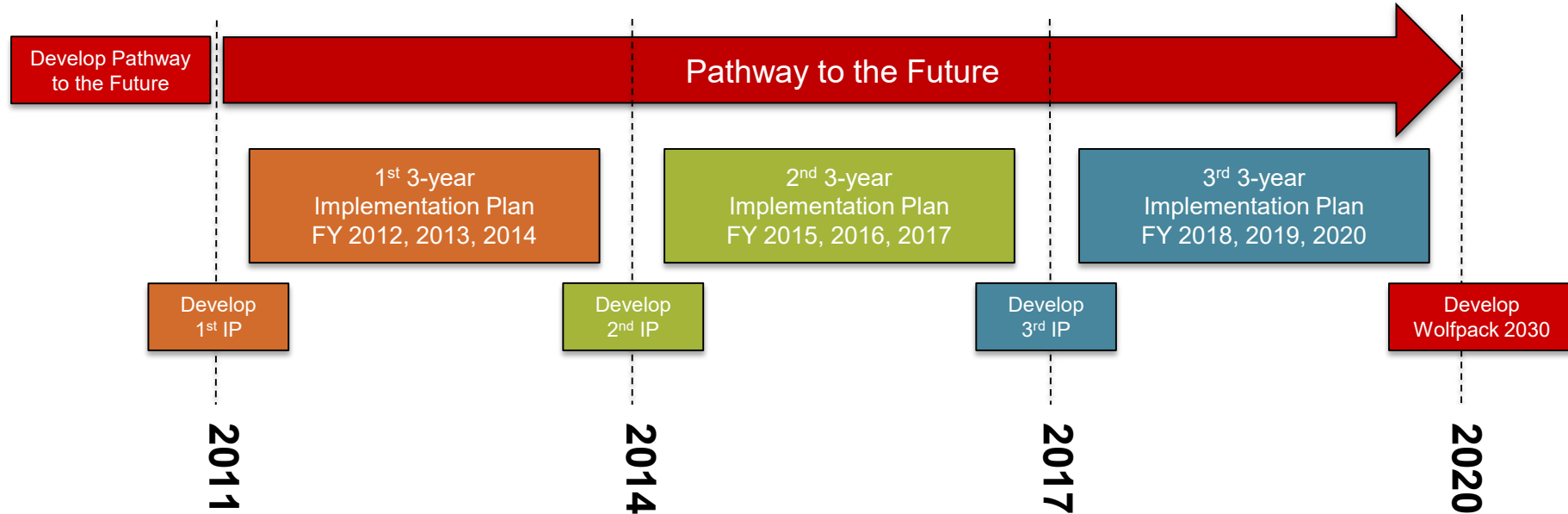
# **Strategic Implementation Planning Update**

**Administrative Leadership Meeting • January 11, 2022**

# Pathway to the Future

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

# Pathway to the Future: Implementation Plans



INITIATIVES SUPPORTING PATHWAY TO THE FUTURE FY 2018 - FY 2020 IMPLEMENTATION PLAN	GOALS					START YEAR				RESPONSIBILITY
	1	2	3	4	5	PR	1	2	3	
Enhance opportunities for interdisciplinary education, research and scholarship.	✓	✓	✓			→	•			EVCP, VCRI
Enhance commitment to a diverse and inclusive university.	✓	✓	✓	✓	✓	→	•			VCUA, EVCP
Increase the number of tenured and tenure-track faculty.	✓	✓	✓	✓	✓	→	•			ECVP, VCRI, VCFA, VCUA
Encourage focused campus partnerships, programs and communications to foster excellence in global engagement.	✓	✓		✓	✓	→	•			ECVP, VCRI, VCUA
Improve student success through improved admissions, enrollment and retention.	✓	✓				→	•			ECVP
Provide integrated student support services: One Stop Shop–Student Central.	✓			✓		→	•			ECVP, VCFA
Promote undergraduate student success through high impact experiences.	✓		✓		✓	→	•			ECVP, VCD-DASA
Promote higher-order skills in critical and creative thinking: THINK – a quality enhancement program.	✓	✓				→	•			ECVP, VCD-DASA
Enhance initiatives provided by the University College to serve the needs of undergraduate students.	✓	✓				→	•			ECVP, VCD-DASA
Promote graduate student and postdoctoral success.	✓	✓	✓			→	•			ECVP, VCRI, VCFA
Create a culture of continuing professional development for staff and faculty.				✓		→	•			ECVP, VCGC, VCFA
Promote a culture of entrepreneurship in support of NC State students, faculty, staff and alumni.	✓	✓	✓	✓	✓	→	•			ECVP, VCRI, VCFA
Enhance institutional pride.	✓	✓	✓	✓	✓	→	•			Chancellor's Cabinet
Improve institutional data integration and analytic capacity.				✓		→	•			ECVP, VCIT
Regularly review the effectiveness and efficiency of administrative processes.				✓		→	•			Chancellor's Cabinet
Regularly review the effectiveness and efficiency of academic programs.	✓			✓		→	•			EVCP
Improve processes for providing support to the research enterprise.		✓	✓	✓	✓	→	•			ECVP, VCRI, VCFA
Align campus physical infrastructure improvements and utilization with our strategic plan.	✓	✓	✓	✓		→	•			VCFA, EVCP
Develop resource generation, cost-cutting and reallocation strategies to support the strategic plan.	✓	✓	✓	✓	✓	→	•			ECVP, VCFA
Enhance private support to the University.	✓	✓	✓	✓	✓	→	•			VCUA

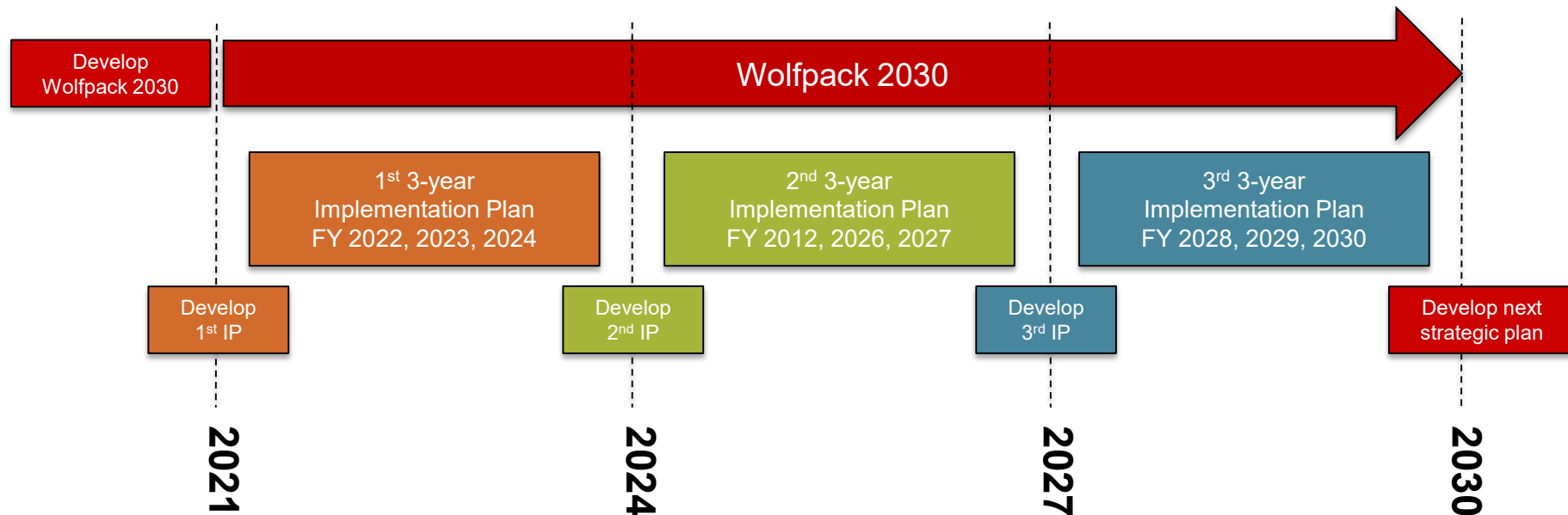
EVCP: Executive Vice Chancellor and Provost VCRI: Vice Chancellor, Research and Innovation VCUA: Vice Chancellor, University Advancement VCFA: Vice Chancellor, Finance and Administration VCD-DASA: Vice Chancellor and Dean, DASA VCGC: Vice Chancellor and General Counsel VCIT: Vice Chancellor, Information Technology



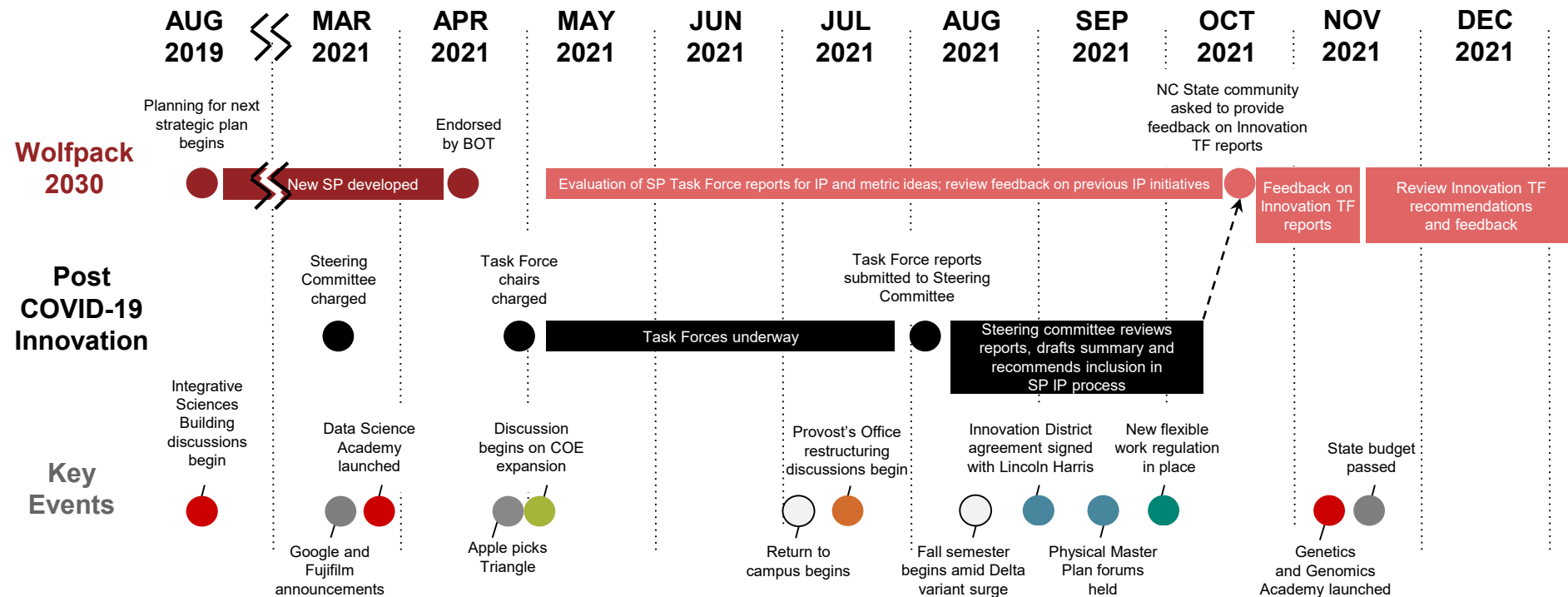
# Wolfpack 2030: Powering the Extraordinary

- Goal 1:** Empower students for a lifetime of success and impact.
- Goal 2:** Ensure preeminence in research, scholarship, innovation and collaboration.
- Goal 3:** Expand and advance our service to North Carolina and beyond — defining the standard for a 21st-century land-grant university.
- Goal 4:** Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do.
- Goal 5:** Improve university effectiveness through transformative technologies, cutting-edge processes and actionable data.
- Goal 6:** Lead in developing innovative partnerships, entrepreneurial thinking and applied problem-solving.
- Goal 7:** Elevate the national and global reputation and visibility of NC State.

# Wolfpack 2030: Implementation Plans



# Wolfpack 2030: Implementation Planning Timeline



## Current High-Level Initiatives

Office of University  
Interdisciplinary Programs

Faculty Clusters • Academies  
Integrative Sciences Initiative/Building

Office of  
Instructional  
Programs

Engineering  
North Carolina's  
Future

SEA Change

Data  
Analytics

Flexible  
Work  
Policy

All-  
Funds  
Budget

Physical  
Master Plan

Innovation  
District

Brand Refresh

Equity Research  
Symposium

National  
Advertising  
Strategy

## Current High-Level Initiatives

1 2 3 6

Office of University  
Interdisciplinary Programs

Faculty Clusters • Academies  
Integrative Sciences Initiative/Building

1 2 3

Office of  
Instructional  
Programs

4 5 6

1 2 3 6

Engineering  
North Carolina's  
Future

4

SEA Change

5

Data  
Analytics

4 5

Flexible  
Work  
Policy

5

All-  
Funds  
Budget

1 2 5 6

Physical  
Master Plan

6

Innovation  
District

7

Brand Refresh

2

Equity Research  
Symposium

4

7

National  
Advertising  
Strategy

# Office of University Interdisciplinary Programs

The newly-created office builds on successful interdisciplinary efforts that were begun as part of NC State's previous strategic plan. It brings key Provost's Office units and initiatives that cross disciplinary boundaries together in one place.



**Faculty  
Clusters**



**Academies**



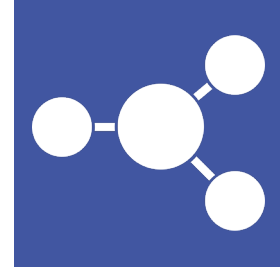
**Integrative  
Sciences  
Initiative/Building**



**Entrepreneurship**



**Shelton  
Leadership  
Center**

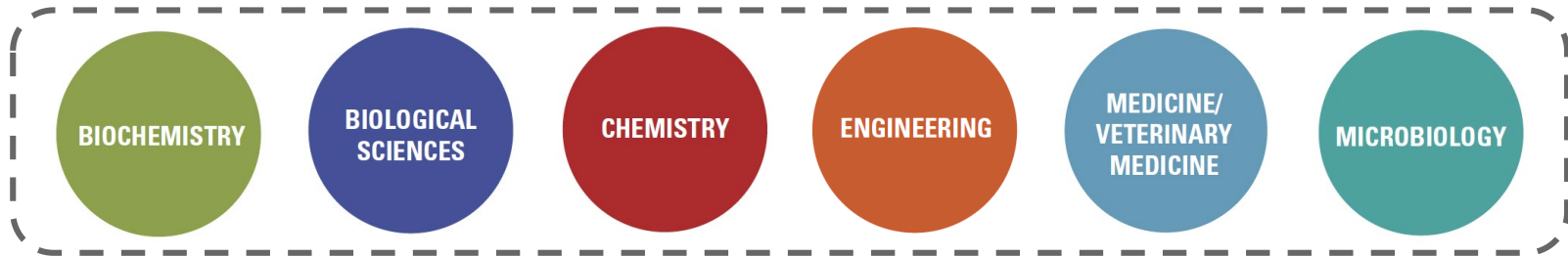


**Other  
Programs and  
Partnerships**



# Integrative Sciences Initiative and Building

Developing molecular solutions to societal grand challenges in health, the environment and the human condition requires diverse teams of educators and researchers from across disciplines.



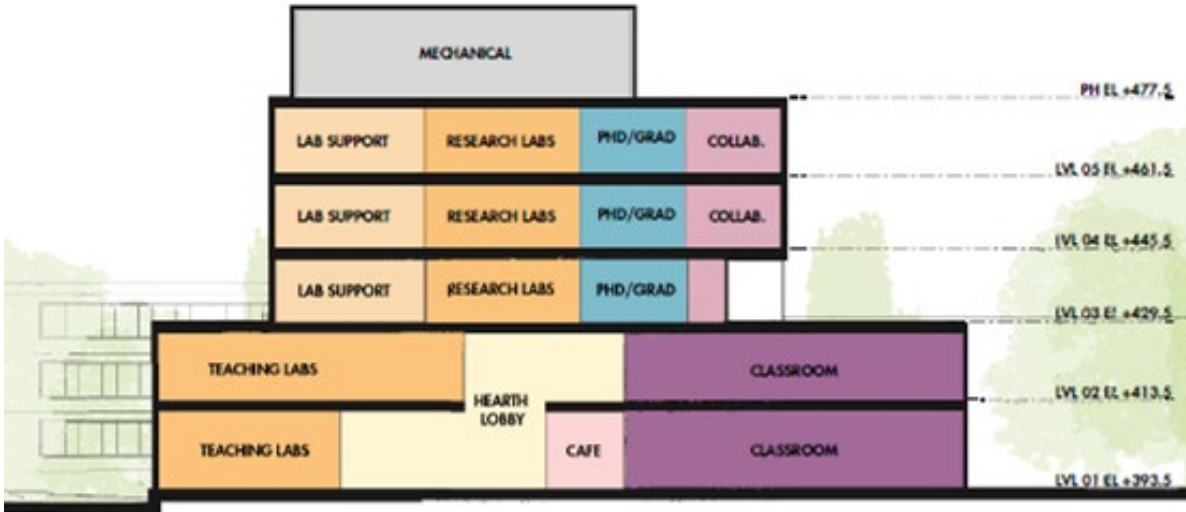
The **Integrative Sciences Initiative and Building** will change the way we do **science** by facilitating new and impactful synergies in research and education.

## Integrative Sciences Building: Details

- Location: Former Harrelson Hall site adjacent to the Brickyard
- Size: 153,000 gross square feet
- \$160M Authorization (\$80M from the state)
- Designer: Moseley Architects and ZGF
- Construction documents by December 2022
- Construction: Summer 2023 - Spring 2026



# Integrative Sciences Building: Spaces



## **Office of Instructional Programs**

The newly-created office helps NC State continue to attract top students and provide them with a cutting-edge education through effective academic planning. It supports academic excellence through university-wide programs that enrich the entire university community.



**Academic  
Planning**



**Assessment and  
Accreditation**



**Continuing  
Education**



**DELTA**



**Universitywide  
Instructional  
Programs**

## Engineering North Carolina's Future

- **The need:** Announcements by Apple, Google, FUJIFILM and others are increasing demand for engineering and computer science graduates.
- **Why NC State?** With over 10,000 students, the COE is a proven source of the type of talent these companies are seeking.
- Growing the number NC State COE graduates at undergraduate, master's and Ph.D. levels is the right North Carolina response at the right time.
- Done well, this growth can fulfill multiple strategic university goals.

# Engineering North Carolina's Future

- **The challenges:**
  - Initial estimates indicate an increase of 4,000 students or a 40% increase in the size of the College of Engineering to meet demand.
  - Impacts are many and varied, and will touch all of campus.
  - Early modeling shows that staggered growth is necessary to absorb impacts.
- **How can we meet them?**
  - Optimize existing resources/capabilities with planned growth over 5 years.
  - Produce enrollment growth funding at critical time points to invest in faculty, staff, technology, libraries and general institutional support.



# Engineering Expansion Working Group

**Margery Overton (Chair)**, SVP, Institutional Strategy and Analysis

**Don Hunt**, SVP, Enrollment Management

**Adrian Day**, AVP, Finance and Planning

**Ursula Hairston**, AVC, HR Strategy

**Alicia Knight**, AVC, Real Estate and Development

**Doug Morton**, AVC, Facilities

**Barbara Moses**, AVC, Budget and Resource Management

- Weekly working group meetings
- Recurring meetings with leaders and teams:
  - COE: dean, leadership team, assistant/associate deans for academic affairs, research, graduate programs, finance and business management, personnel and administration
  - Deans of HSS, COS and Graduate School
  - Senior associate deans for COS and University College
  - VC and AVC, External Affairs, Partnerships and Economic Development
  - University Space Committee
- Future meetings with other units as planning continues

# Engineering Expansion Working Group: Considerations

- Undergraduate and graduate student enrollment increases
- Increase in the number of courses, sections and labs in COE and other colleges
- Number of additional tenured/tenure-track and professional faculty needed
- Number of additional staff and graduate assistants needed
- Spaces for classes, labs and offices
- Increased need for information technology
- Increased use of student services, such as
  - Student health and counseling
  - Advising and tutoring
  - Career services
  - Wellness and recreation
- Increased housing and dining needs
- Increased library use
- Increased transportation needs

# Engineering Expansion Working Group: Recommendations for Fall 2022

- **COE undergraduate enrollment increase**
  - 150 full-time first-time freshmen students
  - 50 transfer students
- **Why these numbers?**
  - In this first phase of the expansion, smaller numbers will aid us in assessing the impact on the university and its resources, and finding solutions to the challenges we encounter along the way.

Future updates and details will be posted at [go.ncsu.edu/engineering-expansion](https://go.ncsu.edu/engineering-expansion).

## Post COVID-19 Innovation Task Forces

**Instruction and  
Student Support**

**Mar 2021:** Steering Committee charged

**Apr 2021:** Task Force chairs charged

**May - Jul 2021:** Task Forces underway

**Research**

**Aug 2021:** Task Force reports submitted to Steering Committee

**How We Work**

**Aug - Oct 2021:** Steering committee reviews reports, drafts summary and recommends inclusion in strategic plan implementation planning process

**Digital Transformation**

**Oct - Nov 2021:** NC State community asked to provide feedback on Innovation TF reports

**Nov - Dec 2021:** SVP Overton and team review feedback and identify recommended actions for implementation plan

# Review of Task Force Recommendations



Categorized and reframed:

- Ties into recommendation from another task force
- Priority for consideration of implementation
- Possible, but needs further vetting
- Challenges

# Instruction and Student Support

## Implement teaching and learning with technology practices

- Prioritize the importance of teaching (pandemic or not)
- Create a technology training class (Tech 101) for students and instructors
- Expand just-in-time pedagogical support services
- Provide more digital/open resources to reduce student costs
- Encourage instructors to follow best instructional practices

## Promote student support practices

- Adopt standard, universitywide practices for supporting students
- Develop a shared understanding of how to support our students
- Enhance the student support network
- Increase the accessibility of student support services.

## Revisit policies that can impact student success

- Create a mechanism for reviewing academic policies and related procedures through the lens of equity and student success
- Identify specific policies and procedures suggested for review



# Research

## Reimagine research spaces

- Document research space utilization lessons learned from the pandemic and identify which practices should continue
- Develop guidelines and best practices for managing shared research spaces
- Pilot innovative models for sharing spaces, staff and resources
- Identify and develop tools to help manage shared and virtual spaces

## Facilitate interdisciplinary research through university structures, processes and spaces

- Develop a Faculty Success Center resources hub to provide things such as manuscript/grant editing serves, shared workspaces for interdisciplinary teams and workshop space for professional research development seminars

## Prepare, launch and sustain large research initiatives

- Provide shared tools, administration and services for large initiatives in the areas of training, team development, proposal preparation, pre-award, post-award management and sustainability.

## Create collaborative communities that engage with local, national and international research

- Expand networking events to catalyze connections among faculty

# How We Work

Support healthy work environment initiatives and professional mobility

- Revise internal practices to reduce structural impediments to internal promotions
- Increase succession planning and career progression opportunities
- Create workplace opportunities that empower employees to develop advanced skills, aligned with university and unit needs

Create a physical work environment to attract and retain talent while reducing costs, optimizing space and improving employee productivity and experience

- Adopt best design practices for sustainable, healthy environments to support in-person instruction, work and living needs
- Create a supportive environment where indoor and outdoor spaces are designed, built and renovated with health, productivity, equity and social connection in mind
- Perform a campuswide interior space analysis to improve space utilization; provide an analysis of campus exterior spaces and recommend opportunities to enhance functionality and flexibility
- Analyze new workplace strategies when developing new space guidelines

## How We Work



In progress or completed:

- Flexible work regulation in place and operational guidelines for managers and supervisors created
- Develop remote work regulation
- Develop equity-focused policies and accountability as component of participation in AAAS SEA Change program

# Digital Transformation

## Integrate virtual meetings

- Retain virtual meetings as an effective part of NC State workplace culture
- Develop standards and guidelines for different types of meetings (virtual vs. hybrid vs. in-person) with regard to audio/video equipment configurations, software recommendations, room configurations, scheduling and etiquette

## Enable effective digital transformations across the university

- Evaluate and recommend critical tools that enable digital transformation, including tiers solutions where appropriate
- Investigate where leveraging technologies such as Google Shared Drives and OnBase more broadly would be cost-effective
- Develop guidance for digital tool purchases as part of the IT Purchase Compliance process
- Strive for paperless offices through the use of digital forms, signatures and files

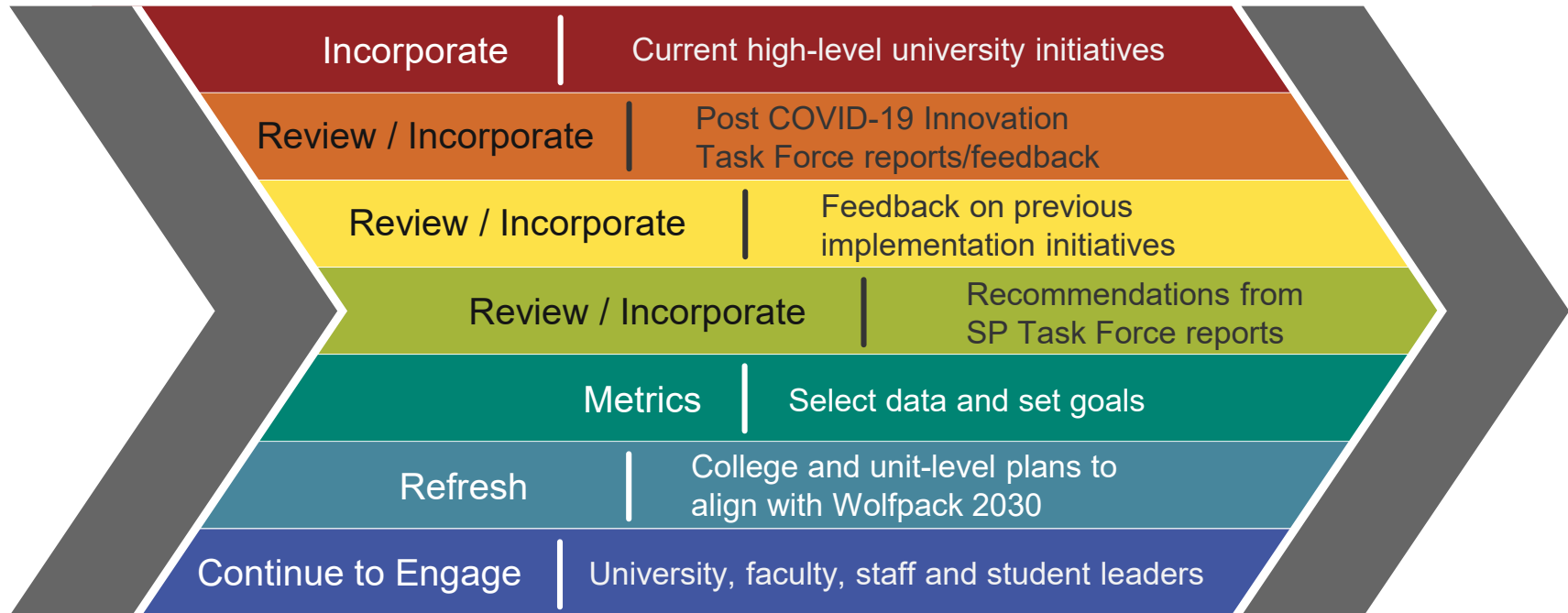
# Digital Transformation



In progress:

- Investigate digital form and signature tools for enterprise level use, recommend solutions, negotiate contracts, establish standards for use and provide training
- Continue to support the implementation of the ePerformance Management module within the HR system

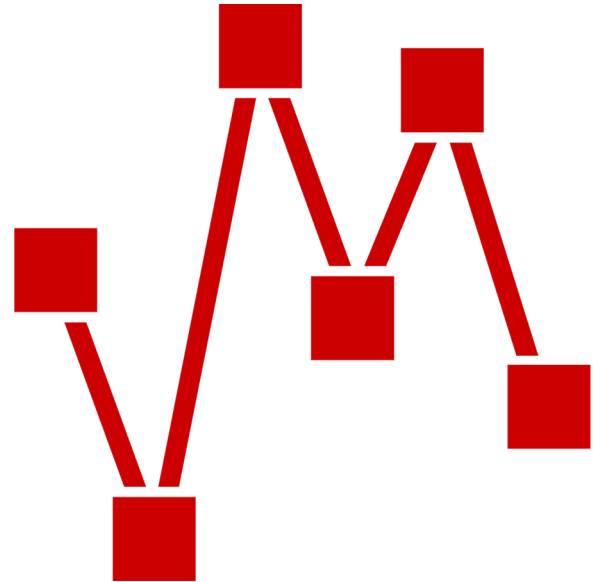
# FY 2022 - FY 2024 Implementation Plan: Summary and Next Steps





## Wolfpack 2030 Metrics

- Multiple metrics tied to each goal
- To include most metrics from previous strategic plan as a starting point
- Adding new metrics
- Developing data dashboards
- Setting goals for 2030



## Pathway to the Future Metrics

Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
UG and grad enrollment profile UG admissions profile UG 1st year retention UG 6-yr completion Master's 4-yr completion Doctoral 6-yr completion Degrees awarded (all) Alumni survey questions	Faculty profile - T/TT and professional Postdoctoral scholars Research expenditures Research expenditures per T/TT faculty National Academy members Faculty awards Total patents issued COACHE survey questions	% of funded proposals with PIs from multiple departments % of funded proposals with PIs from multiple colleges COACHE survey questions	Annual giving Annual donors Endowment value % faculty female % faculty underrepresented minority % students female % students underrepresented minority COACHE survey questions	Students participating in Study Abroad Co-op activity Startup companies Commercialization agreements

## Strategic Planning - Our Progress:

View By Strategic Plan Goal



Goal 1: Empower students for a lifetime of success and impact.

Enrollment Profile, Headcount

■ Base Year ■ Strategic Goal

### Enrollment Profile, Headcount

**View Detailed Breakdowns:**

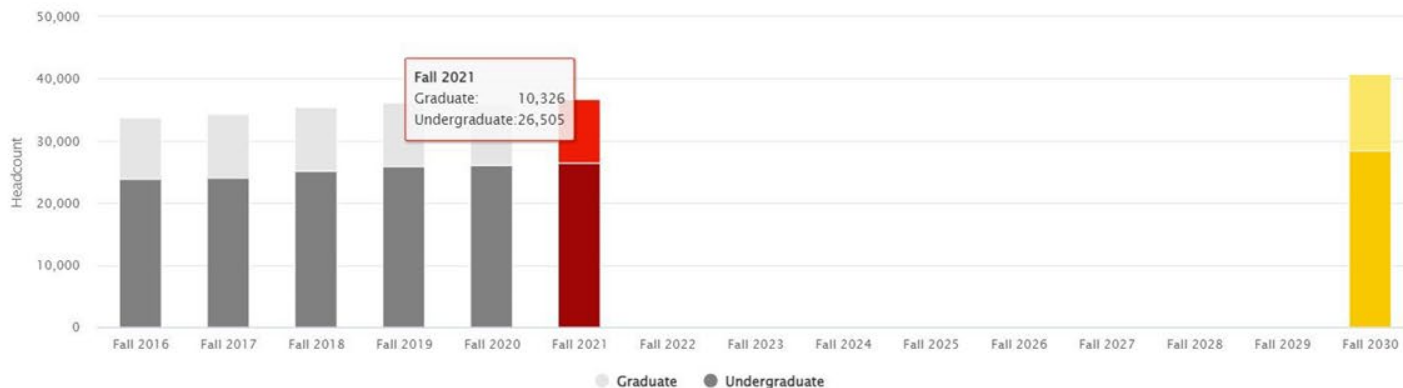
Total Enrollment 

## Definitions

Undergraduate Student Headcount - Count of students enrolled as of Fall census whose primary academic program confers a bachelor's, associate's, or undergraduate certificate; or are enrolled as undergraduate non-degree studies students.

Graduate Student Headcount - Count of students enrolled as of Fall census whose primary academic program confers a doctor's - research/scholarship, doctor's - professional practice, master's, or graduate certificate; or are enrolled as a graduate non-degree studies student.

Enrollment Profile, Headcount

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## Strategic Planning - View Our Progress:

Choose Strategic Plan Goal



## Goal 1: Empower students for a lifetime of success and impact.

Graduating Senior Survey



## Graduating Senior Survey

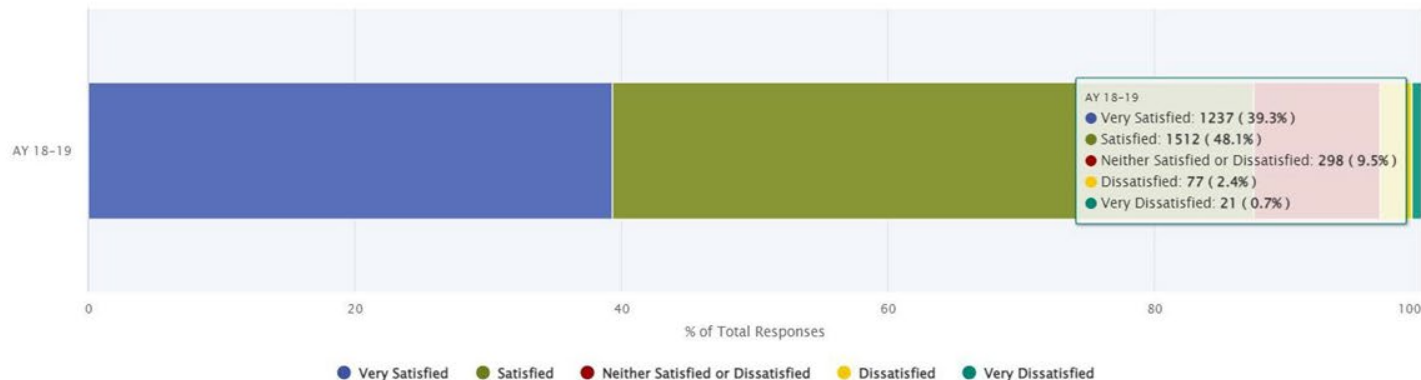
View Detailed Breakdowns:

Overall satisfaction with instructors in your...

## About the Survey

The Graduating Senior Survey is administered every three years to seniors planning on graduating in either December or May of the current academic year. The survey is live from early August through commencement in May. Students are invited to participate in the survey as part of the online application for degree process, with follow-up email invitations and reminders sent to non-respondents in the weeks prior to commencement. More information about the survey, including survey methods, response rates, narrative reports on results, and dashboards are available on the [ISA website](#).

## Overall satisfaction with instructors in your major



Year	Very Satisfied		Satisfied		Neither Satisfied or Dissatisfied		Dissatisfied		Very Dissatisfied	
	%	N	%	N	%	N	%	N	%	N
AY 18-19	39.3 %	1237	48.1 %	1512	9.5 %	298	2.4 %	77	0.7 %	21

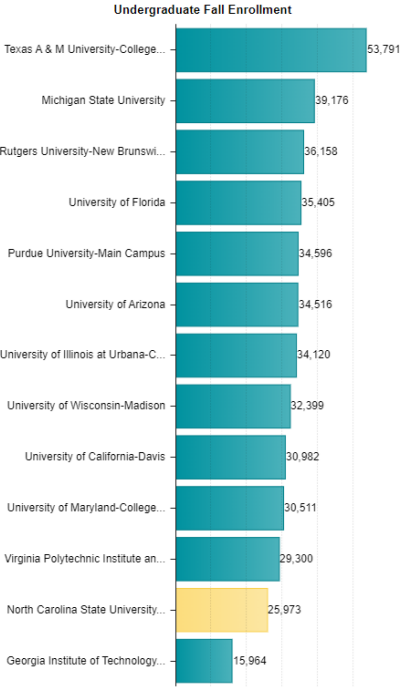
< Fall Enrollment Student Success Admission Statistics >

Fall Year

2019 Provisional

< Fall Enrollment Undergraduate Fall Enrollment Graduate Fall Enrollment >

Institution	Undergraduate Fall Enrollment
Texas A & M University-College Station	53,791
Michigan State University	39,176
Rutgers University-New Brunswick	36,158
University of Florida	35,405
Purdue University-Main Campus	34,596
University of Arizona	34,516
University of Illinois at Urbana-Champaign	34,120
University of Wisconsin-Madison	32,399
University of California-Davis	30,982
University of Maryland-College Park	30,511
Virginia Polytechnic Institute and State University	29,300
North Carolina State University at Raleigh	25,973
Georgia Institute of Technology-Main Campus	15,964



Fall Enrollment Data Reported in Spring 2020

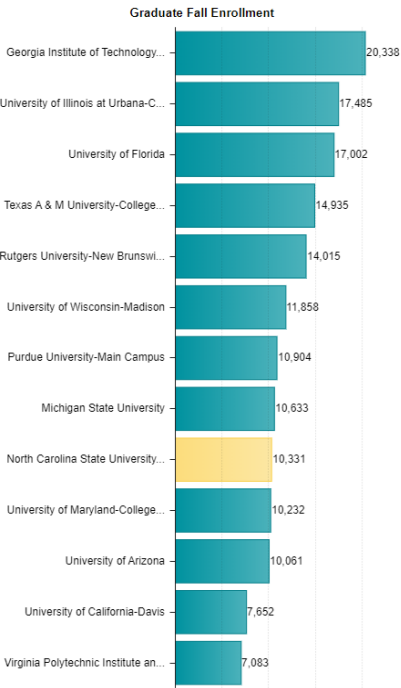
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Fall Year

2019 Provisional

< Fall Enrollment Undergraduate Fall Enrollment Graduate Fall Enrollment >

Institution	Graduate Fall Enrollment
Georgia Institute of Technology-Main Campus	20,338
University of Illinois at Urbana-Champaign	17,485
University of Florida	17,002
Texas A & M University-College Station	14,935
Rutgers University-New Brunswick	14,015
University of Wisconsin-Madison	11,858
Purdue University-Main Campus	10,904
Michigan State University	10,633
North Carolina State University at Raleigh	10,331
University of Maryland-College Park	10,232
University of Arizona	10,061
University of California-Davis	7,652
Virginia Polytechnic Institute and State University	7,083



Fall Enrollment Data Reported in Spring 2020

# Questions