



NC STATE

THINK AND DO
THE EXTRAORDINARY

Administrative Leadership Meeting

Randy Woodson
Chancellor

Tuesday, November 7, 2023

Upcoming ALMs

January 9

Transforming University
Operations and Improving
Effectiveness

Titmus

March 12

Real Estate and Foundations

Titmus



Fall Commencement

- Commencement Speaker
- Student Speaker
- Two Honorary Degree Recipients

Board of Trustees Updates

- Senate Bill 512
- Senate Bill 761
- New Trustees



Wolfpack 2030: Powering the Extraordinary

Fall 2023 Report Card

Warwick Arden, Executive Vice Chancellor and Provost

Margery Overton, Senior Vice Provost, Institutional Strategy and Analysis

Wolfpack 2030 Goals

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

Strategic Planning Process Milestones

Developing Wolfpack 2030

Aug. 2019	Planning for next strategic plan began
Sep. 2019	Leadership retreat held
Dec. 2019	Nine strategic planning task forces announced
Mar. 2020	Strategic Planning Executive Steering Committee charged
Aug. 2020	Task force reports posted for community review and feedback
Dec. 2020	Proposed goals, vision and values posted for community review and feedback
Jan. - Feb. 2021	Listening sessions on proposed goals, vision and values
Apr. 2021	Strategic plan posted for community review and feedback
Apr. 2021	BOT endorsed Wolfpack 2030: Powering the Extraordinary

Note: Post-COVID task forces at work Apr. – Nov. 2021; task force reports provided content for the FY22-24 implementation plan

Implementing Wolfpack 2030

Jan. 2022	Development began on metrics and FY22-24 implementation plan
Apr. 2022	BOT progress update
Sep. 2022 - Jan. 2023	Cabinet vets implementation plan; work continues on finalizing metrics
Feb. 2023	Metrics and FY22-24 implementation plan released to university community
Apr. 2023	BOT progress update
May 2023	Bi-monthly check-ins initiated with implementation plan initiative contacts
Aug. 2023	Triannual metric update achieved for metrics with a summer update
Oct. 2023	Triannual metric update achieved for metrics with a fall update

FY22-24 Implementation Plan

- The first of three planned implementation periods
- Organized by goal with relation to other goals noted
- 39 objectives
- 144 initiatives with with 60 distinct contacts
- Institutional Strategy and Analysis (ISA) is holding every-other-month check-ins with contacts.

Wolfpack 2030: Powering the Extraordinary FY 2022 – FY 2024 Implementation Plan													
Goal 1: Empower students for a lifetime of success and impact.													
NC State students will acquire specific knowledge, skills and experiences — as well as the necessary values and dispositions — to not only excel professionally, but also to be leaders in advancing a productive and civil society. As a forward-thinking institution dedicated to excellence in teaching, we will be a leader in teaching and the digital transformation of higher education, delivering value to our students and ensuring the resiliency of our institution. Our faculty and staff will empower students to be entrepreneurial, independent and inclusive thinkers, strong in their disciplines and experienced in interdisciplinary collaboration, prepared to contribute impactfully in a diverse, global society. As they progress through their careers, NC State will provide relevant lifelong learning opportunities to assist in their personal and professional development to ensure they are not only NC State alumni, but also NC State students for a lifetime.													
Objective	Initiative	GOALS							Start Year			Cabinet Responsibility	Contact(s)
		1	2	3	4	5	6	7	FY22	FY23	FY24		
1.1. Facilitate lifelong learning with coordinated instructional offerings	1.1.1 Establish an Office of Instructional Programs to provide central support for academic planning and the coordination of academic and non-credit instructional programs.	✓	✓	✓	✓	✓	✓	✓	•			EVC & Provost	Helen Chen
	1.1.2 Identify and pursue the infrastructure needed to coordinate for-credit and non-credit learning pathways.	✓	✓	✓	□	✓	✓	✓	•			EVC & Provost / VCIT	Helen Chen
	1.1.3 Build a definition framework for micro-credentials, alternative credentials, certificates, certifications, and digital badges.	✓	✓	✓	✓	✓	✓	✓			•	EVC & Provost	Helen Chen
	1.1.4 Develop and implement a lifelong learning branding strategy for target audiences, including alumni, faculty, staff and all NC citizens.	✓	✓	✓	✓	✓	✓	✓	•			AVC UCOMM / EVC & Provost	Mark Bernhard
	1.1.5 Develop new credit-bearing and non-credit certificate offerings from existing academic courses.	✓	✓	✓	□	✓	✓	✓	•			EVC & Provost	Helen Chen
	1.1.6 Develop and implement an updated long-range enrollment plan for the university.	✓	□	□	✓	✓	□	□		•		EVC & Provost	Don Hunt
	1.1.7 Develop and implement a strategy to improve identification and delivery of on-campus and online summer school courses that promote timely completion.	✓	□	□	✓	✓	□	□		•		EVC & Provost	Helen Chen
1.2. Provide equitable access to learning experiences	1.2.1. Develop a strategy for student access to the devices and tools that enable equitable digital learning experiences.	✓	□	□	✓	✓	□	□				EVC & Provost	Helen Chen
	1.2.2. Review and revise course registration policies to improve course access for students vulnerable to academic challenges.	✓	□	□	✓	✓	□	□	•			EVC & Provost / VCDASA	Don Hunt
	1.2.3. Create and apply guiding principles to help ensure all student-focused university policies and processes foster equity and student success.	✓	□	□	✓	✓	□	□	•			EVC & Provost / VC&GC / VCDASA / VPIED	Sheri Schwab
	1.2.4. Identify and share approaches to help faculty include inclusive content and practices in their courses and curricula.	✓	✓	□	✓	□	□	✓	•			EVC & Provost / VCDASA / VPIED	Katharine Stewart

Wolfpack 2030 Metrics

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

Cooperative education

Cooperative education

Select data to view:
Students

Definitions

Co-op students: Count of co-op program eligible students who completed the co-op application form and reported for at least one co-op work rotation assignment.

Co-op rotations: Count of co-op rotations, which are semester-long co-op work assignments completed by registered co-op students with a registered co-op employer.

Related Goals

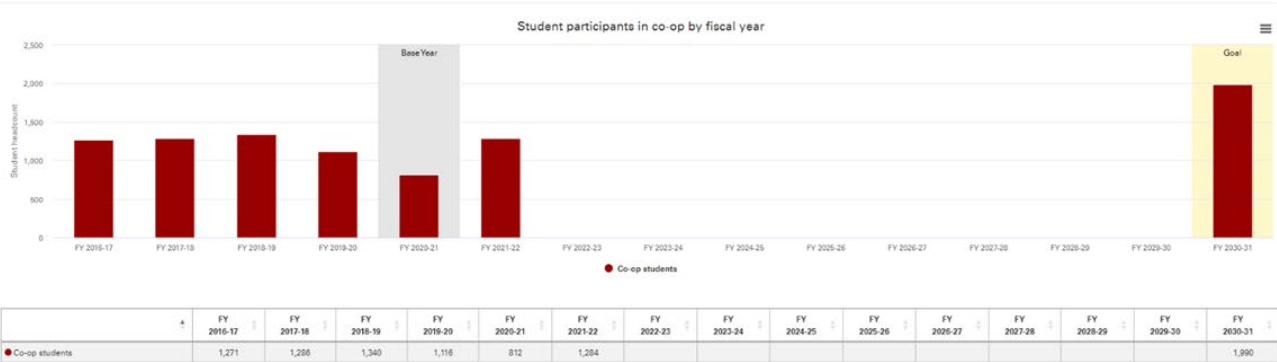
This metric also has an evidence-based and/or functional association with the following strategic goals:

- 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.

Data Sources

UNC System Student Data Mart Enrollment Data

Data Updated On:
February 20, 2023, 12:02 AM



go.ncsu.edu/metrics

2023 Report Card Overview















- This is the first report card since the February 2023 release of the Wolfpack 2030 metrics website.
- In general, at this early stage of Wolfpack 2030, metric performance is moving in positive directions. We continue to examine potential effects of the COVID pandemic, especially on student success metrics.
- A key aim for the next implementation plan period (FY25-27) will be to strengthen metrics for Goals 3, 5 and 6.

Goal 1: Lifelong Student Success

FY 2022-23 Progress on Initiatives















- Office of Instructional Programs
- New academic program planning process developed
- Non-degree credentials task force
- New QEP: Learning by Doing

Goal 1: Lifelong Student Success

Metric <i>Enrollment, Retention and Graduation</i>	Baseline (Fall 2020)	Goal (Fall 2030)	Fall 2022	Fall 2023	Trend since Baseline
Enrollment - Undergraduate (Headcount) ⁷	26,150	30,236 	26,524	27,323	
Enrollment - Graduate (Headcount) ⁷	9,892	11,992 	10,446	10,000	
Bachelor's First-year Retention Rate	93.5%	94.5% 	93.8%	93.3%	
Bachelor's Four-year Graduation Rate	65.0%	69.0% 	67.7%	65.3%	
Bachelor's Six-year Graduation Rate	84.9%	88.0% 	85.8%	85.3%	
Metric <i>Graduate Time to Degree</i>	Baseline (FY 2020-21)	Goal (FY 2030-31)	FY 2021-22	FY 2022-23	
Master's Median Years to Degree	1.7	1.7 	1.7	1.7	
Doctoral Median Years to Degree	4.9	5.0 	5.0	5.0	









Note: Superscripts on metrics indicate related goals.

Goal 1: Lifelong Student Success

Metric <i>Degrees and Certificates</i>	Baseline (FY 2020-21)	Goal (FY 2030-31)	FY 2021-22	FY 2022-23	Trend since Baseline
Associate Degrees ⁷	125	132 	114	89	
Bachelor's Degrees ⁷	6,379	7,706 	6,520	6,397	
Undergraduate Certificates ⁷	163	208 	87	86	
Master's Degrees ⁷	2,894	3,412 	2,382	2,994	
Doctoral Degrees: Research/Scholarship ⁷	530	632 	568	552	
Doctoral Degrees: Professional Practice ⁷	96	120 	99	94	
Graduate Certificates ⁷	448	482 	498	481	




Note: Superscripts on metrics indicate related goals.

Goal 1: Lifelong Student Success

Metric <i>High-Impact Practices and Student Support Funds</i>	Baseline (FY 2020-21)	Goal (FY 2030-31)	FY 2021-22	FY 2022-23	Trend since Baseline
Co-op Activity: Student Participants ^{6, 7}	812	1,990 	1,284	1,251	
Co-op Activity: Rotations ^{6, 7}	1,023	2,587 	1,494	1,531	
Study Abroad: Student Participants ^{4, 6, 7}	93	1,964 	923	1,577	
Scholarships and Fellowships: Funds Established ⁷	3,873	5,300 	4,026	4,165	

The Extraordinary Opportunity Scholarship Initiative (EOSI) and focused efforts through the Graduate School are contributing to growth. (Initiative 1.4.1)

Goal 1: Lifelong Student Success

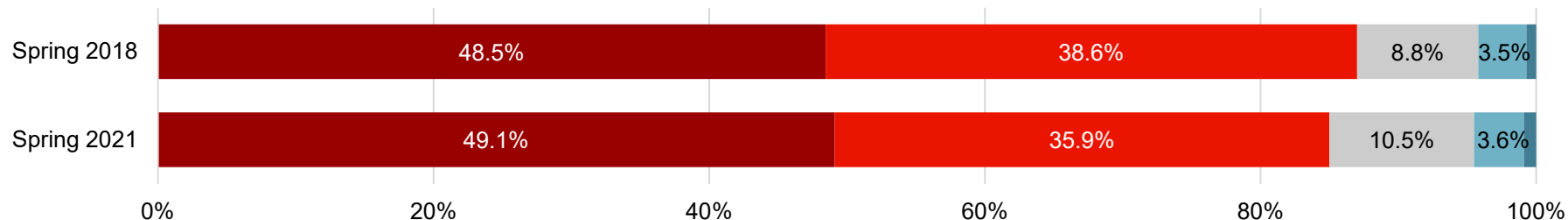
Survey metric (<i>Positive response options</i>)	Source	Survey frequency	% Positive responses	Trend
Alumni rating of their preparation by NC State for graduate/professional school (<i>excellent, good</i>)	Baccalaureate Alumni Survey	triennial	85.0% (Spring 21) 87.1% (Spring 18)	
Alumni rating of their preparation by NC State for their first full-time position after graduation (<i>excellent, good</i>)	Baccalaureate Alumni Survey	triennial	77.3% (Spring 21) 78.7% (Spring 18)	
Faculty satisfaction with support NC State has offered them to improve their teaching (<i>very satisfied, satisfied</i>)	COACHE Faculty Survey	triennial	58.9% (Spring 21) 54.8% (Spring 18)	

Visit isa.ncsu.edu/surveys for details on recurring university surveys mentioned throughout this presentation.

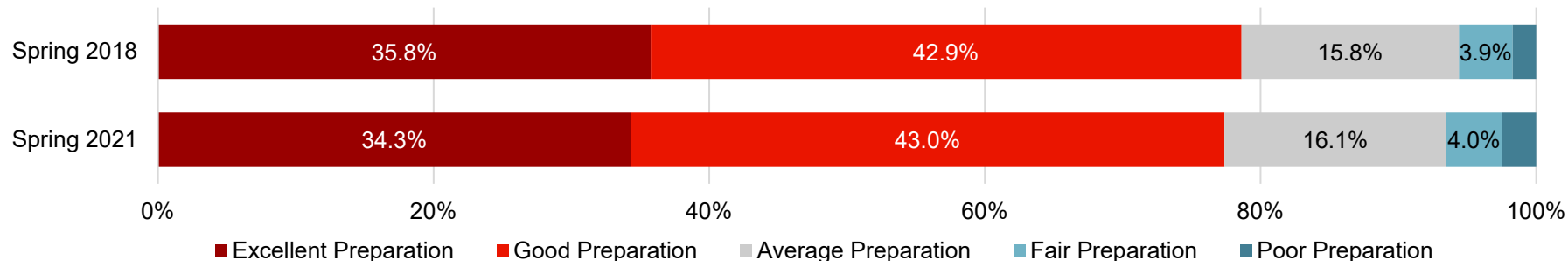
Goal 1: Lifelong Student Success

Baccalaureate Alumni Survey

Alumni rating of their preparation by NC State for graduate/ professional school



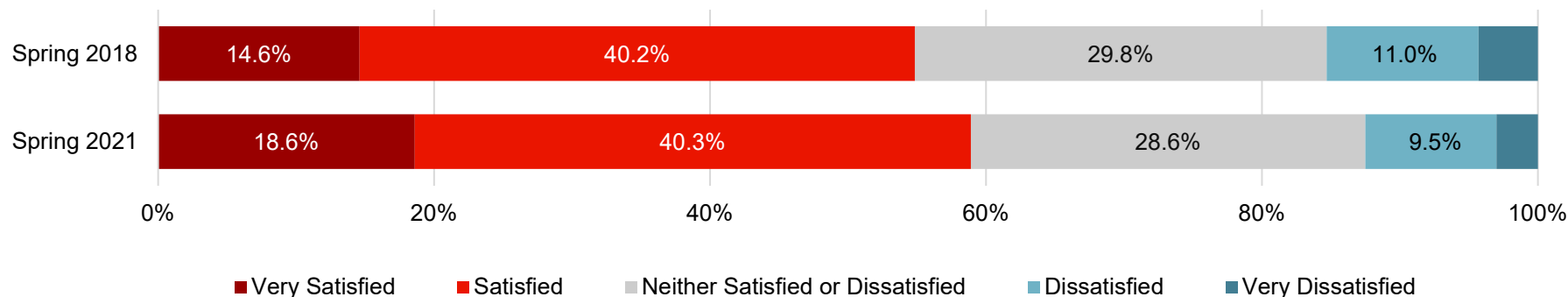
Alumni rating of their preparation by NC State for their first full-time position after graduation



Goal 1: Lifelong Student Success

COACHE Faculty Survey

Faculty satisfaction with support NC State has offered them to improve their teaching









Next COACHE Survey: Spring 2024

Goal 2: Collaborative Research and Scholarship

FY 2022-23 Progress on Initiatives

- RED enterprise-level research administration system
- Office of University Interdisciplinary Programs
- Global One Health Academy
- New strategic faculty clusters
- Integrative Sciences Building and building renovations
- New deans in CALS, COE, COS
- Commercial Leap Ahead for Wide Bandgap Semiconductors (CLAWS) Hub
- Recommendations from external research computing report

Goal 2: Collaborative Research and Scholarship

Metric <i>Faculty and Postdoctoral Scholars</i>	Baseline (Fall 2020)	Goal (Fall 2030)	Fall 2022	Fall 2023*	Trend since Baseline
Faculty: Tenured/Tenure-Track (FTE) ^{1, 3, 7}	1,456	1,608 	1,402	1,440	
Faculty: Professional (FTE) ^{1, 3, 7}	867	945 	861	889	
Postdoctoral Scholars (Headcount) ⁷	435	485 	458	467	

Note: Superscripts on metrics indicate related goals.

* Preliminary fall 2023 data based on end of September numbers.





Goal 2: Collaborative Research and Scholarship

Metric <i>Research</i>	Baseline (FY 2020-21)	Goal (FY 2030-31)	FY 2021-22	FY 2022-23*	Trend since Baseline
Research Expenditures					
Total (\$M) ^{6, 7}	\$547.1M	\$620.0M 	\$583.6M		
Federal (\$M) ^{6, 7}	\$239.1M	\$272.0M 	\$250.6M		
Non-Federal (\$M) ^{6, 7}	\$308.0M	\$348.0M 	\$332.6M		
Research Expenditures per T/TT Faculty (FTE)					
Total (\$K) ^{6, 7}	\$375.7K	\$385.4K 	\$409.0K		
Federal (\$K) ^{6, 7}	\$164.2K	\$169.2K 	\$175.7K		
Non-Federal (\$K) ^{6, 7}	\$211.5K	\$216.4K 	\$233.3K		

Note: Superscripts on metrics indicate related goals.

*FY 2022-23 research expenditures to be submitted to NSF HERD in February 2024.

Goal 2: Collaborative Research and Scholarship

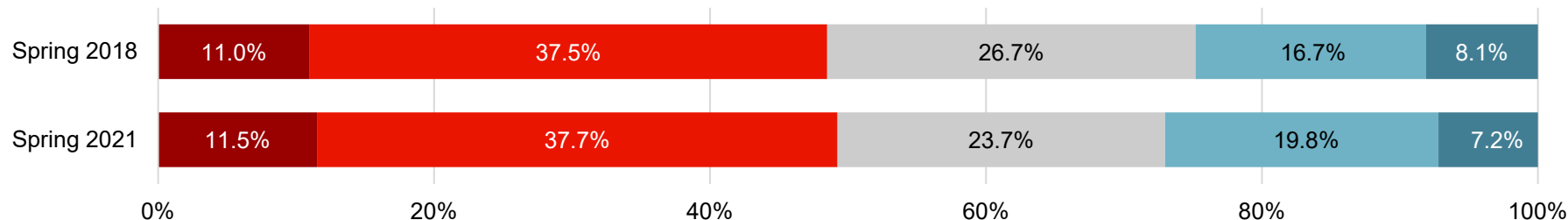
Survey metric (<i>Positive response options</i>)	Source	Survey frequency	% Positive responses	Trend
Faculty satisfaction with institutional support for research/scholarly/creative work ⁶ (<i>very satisfied, satisfied</i>)	COACHE Faculty Survey	triennial	35.1% (Spring 21) 33.8% (Spring 18)	
Faculty satisfaction with institutional support for obtaining externally-funded grants (pre-award) ⁶ (<i>very satisfied, satisfied</i>)	COACHE Faculty Survey	triennial	49.2% (Spring 21) 48.5% (Spring 18)	
Faculty satisfaction with institutional support for managing externally-funded grants (post-award) ⁶ (<i>very satisfied, satisfied</i>)	COACHE Faculty Survey	triennial	42.9% (Spring 21) 44.6% (Spring 18)	
Please rate your level of agreement or disagreement with the following statement: "Campus facilities (e.g., spaces, buildings, centers, labs) are conducive to interdisciplinary work" ⁵ (<i>strongly agree, agree</i>)	COACHE Faculty Survey	triennial	39.3% (Spring 21) 39.3% (Spring 18)	

Note: Superscripts on metrics indicate related goals.

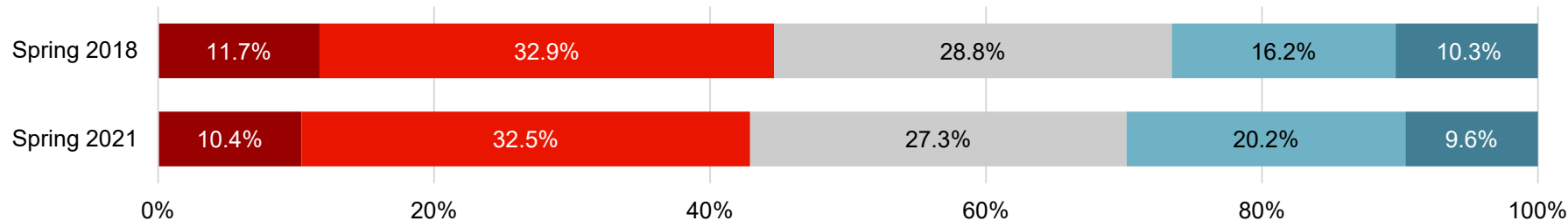
Goal 2: Collaborative Research and Scholarship

COACHE Faculty Survey

Faculty satisfaction with institutional support for obtaining externally-funded grants (pre-award) ⁶



Faculty satisfaction with institutional support for managing externally-funded grants (post-award) ⁶



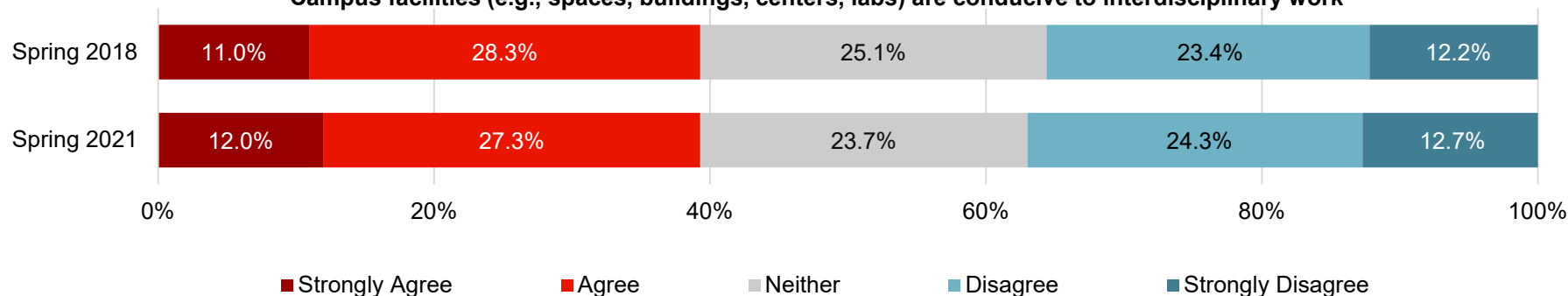
Note: Superscripts on metrics indicate related goals.

■ Very Satisfied
 ■ Satisfied
 ■ Neither Satisfied or Dissatisfied
 ■ Dissatisfied
 ■ Very Dissatisfied

Goal 2: Collaborative Research and Scholarship

COACHE Faculty Survey

Please rate your level of agreement or disagreement with the following statement:
 “Campus facilities (e.g., spaces, buildings, centers, labs) are conducive to interdisciplinary work”⁵



Goal 3: Innovative Engagement

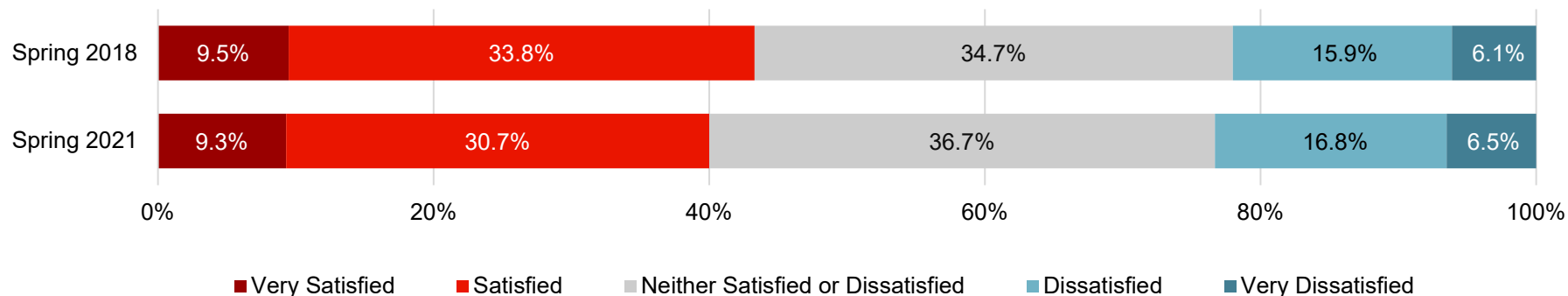
FY 2022-23 Progress on Initiatives

- New VP, Outreach and Engagement, and Director, Institute for Emerging Issues (IEI)
- APLU Innovation and Economic Prosperity designation extended 5 more years
- IEI and NC State Extension digital access and rural broadband / digital literacy initiatives
- NC State Extension Farm Worker programs, new translations for web-based materials
- Coastal Dynamics Design Lab wins regional APLU award
- Bonnie Fusarelli, College of Education, wins Holshouser Award

Goal 3: Innovative Engagement

COACHE Faculty Survey

Faculty satisfaction with recognition they received for their outreach activities






Goal 4: Inclusive and Healthy Culture

FY 2022-23 Progress on Initiatives

- Embedded counselors in every college, with plans to expand
- Academic LiveCare online service
- New Wolfpack Wellness site and Lighten Your Pack campaign
- Healthy Minds Survey deployed in Fall 2023
- Black Faculty Retention and Success Task Force recommendations submitted
- AAAS SEA Change recommendations being prepared for submission
- New partnerships on DEIBW training for student leaders and student organizations fighting racism

Goal 4: Inclusive and Healthy Culture

Survey metric (<i>Positive response options</i>)	Source	Survey frequency	% Positive responses	Trend
To what extent student experienced a sense of belonging or community with NC State overall ¹ (<i>A great deal, somewhat</i>)	Graduating Senior Survey	triennial	78.6% (AY21-22) 79.9% (AY18-19)	
Faculty agreement that there is visible leadership at NC State for the support and promotion of diversity on campus (<i>Strongly agree, agree</i>)	COACHE Faculty Survey	triennial	79.2% (Spring 21) 75.9% (Spring 18)	
Employee agreement that they feel a sense of belonging at NC State (<i>Agree</i>)	Employee Engagement Survey	biennial	66% (Spring 22)	N/A
Employee agreement that NC State is committed to building a culture that actively promotes diversity and inclusion for students, faculty and staff (<i>Agree</i>)	Employee Engagement Survey	biennial	70% (Spring 22) 73% (Spring 20)	
Employee agreement that their department welcomes diversity in all its forms (<i>Agree</i>)	Employee Engagement Survey	biennial	80% (Spring 22)	N/A
Employee agreement that NC State is making good and measurable progress towards becoming a more diverse and inclusive institution (<i>Agree</i>)	Employee Engagement Survey	biennial	63% (Spring 22)	N/A

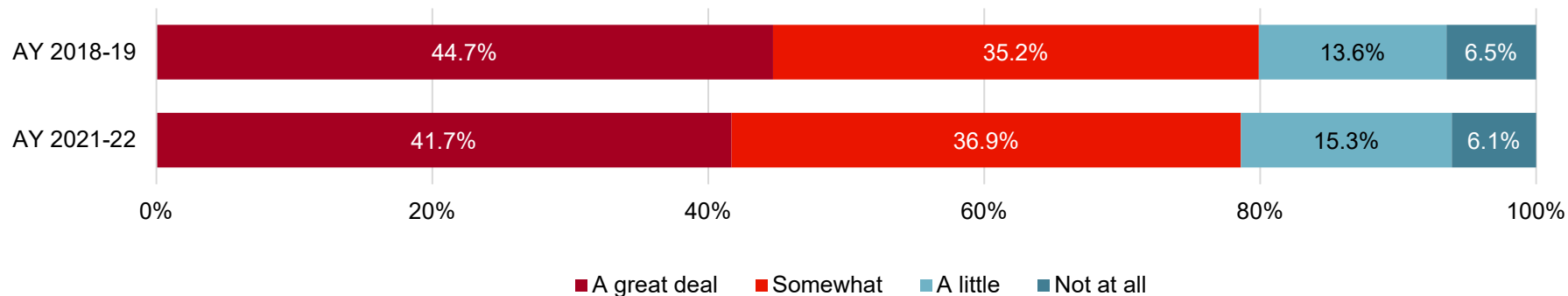
Note: Superscripts on metrics indicate related goals.

Next Employee Engagement Survey: Spring 2024

Goal 4: Inclusive and Healthy Culture

Graduating Senior Survey

To what extent student experienced a sense of belonging or community with NC State overall¹

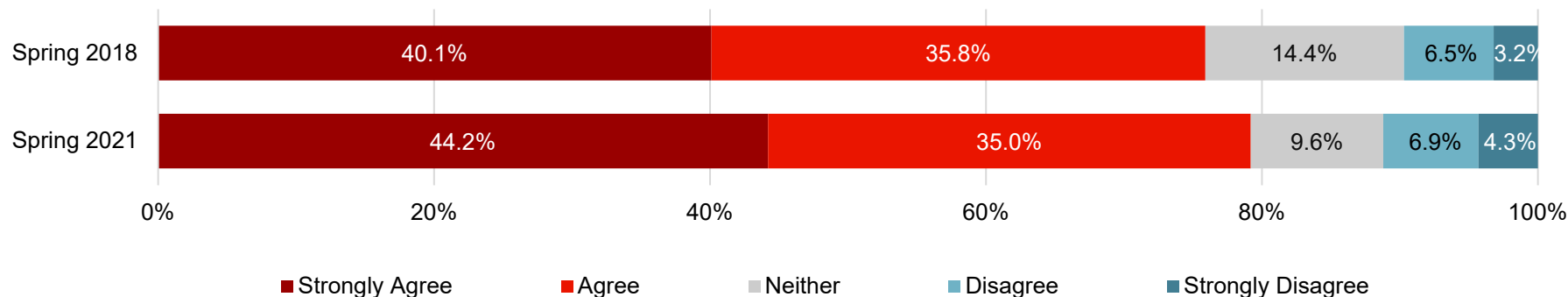


Note: Superscripts on metrics indicate related goals.

Goal 4: Inclusive and Healthy Culture

COACHE Faculty Survey

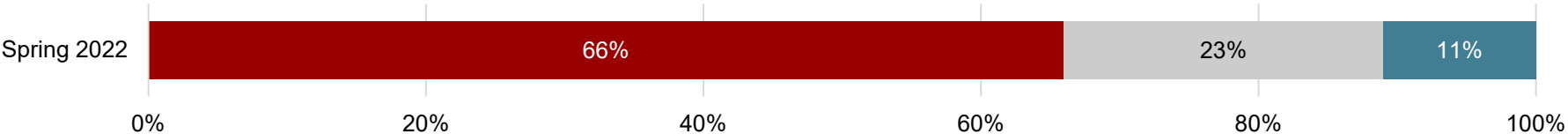
Faculty agreement that there is visible leadership at NC State for the support and promotion of diversity on campus



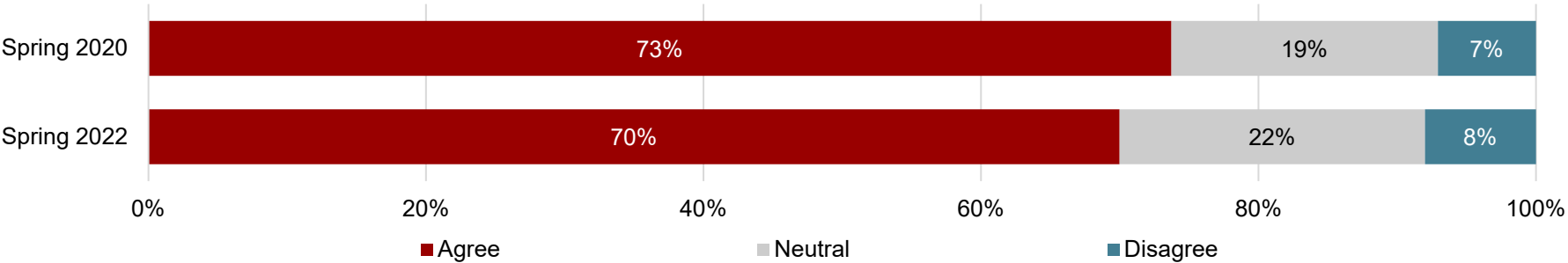
Goal 4: Inclusive and Healthy Culture

Employee Engagement Survey

Employee agreement that they feel a sense of belonging at NC State



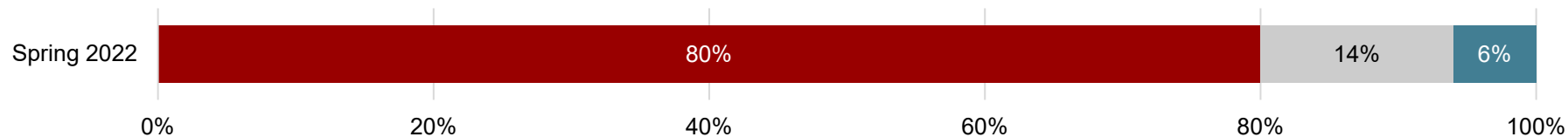
Employee agreement that NC State is committed to building a culture that actively promotes diversity and inclusion for students, faculty and staff



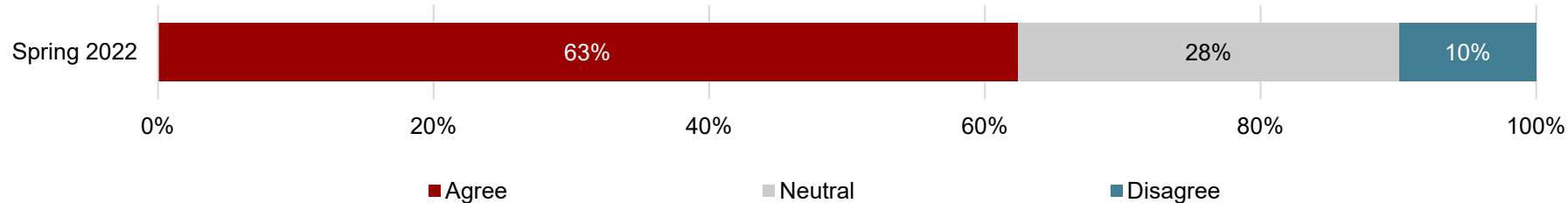
Goal 4: Inclusive and Healthy Culture

Employee Engagement Survey

Employee agreement that their department welcomes diversity in all its forms



Employee agreement that NC State is making good and measurable progress towards becoming a more diverse and inclusive institution



Goal 5: Transformed Operations

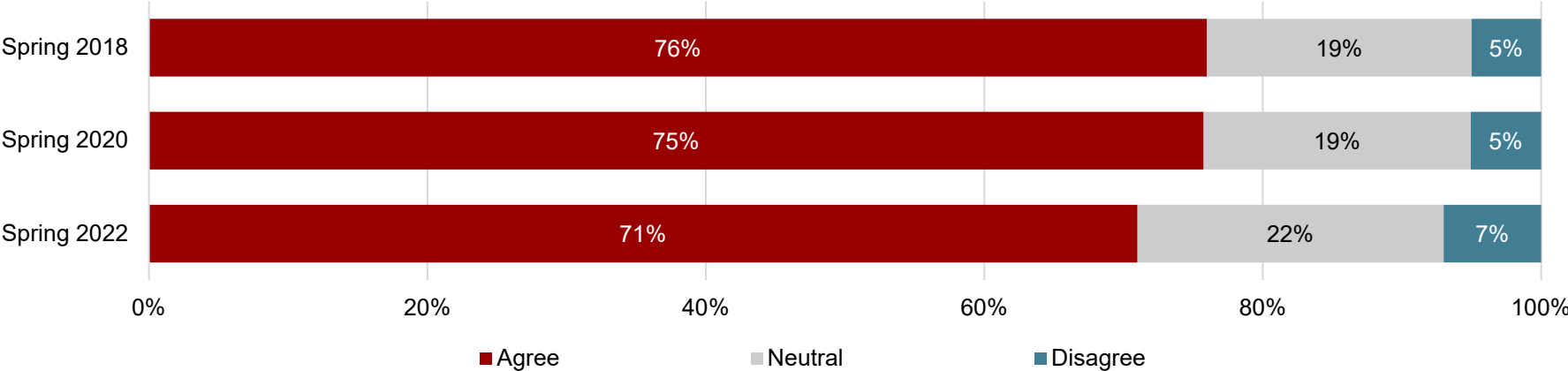
FY 2022-23 Progress on Initiatives

- Physical Master Plan
- Power Forward
- Building renovations
- Data catalog, analytics platform, and data warehouse initiatives for data-enabled decision-making
- Salesforce CRM platform for Advancement
- One HR
- USBI process revised and underway

Goal 5: Transformed Operations

Employee Engagement Survey

Employee agreement that, all things considered, NC State is a great place to work^{4, 7}




Note: Superscripts on metrics indicate related goals.

Goal 6: Courageous Partnering and Entrepreneurship

FY 2022-23 Progress on Initiatives

- General Assembly support for Engineering NC's Future
- Corporate Relations Task Force recommendations
- Centennial Campus Innovation District
- New VP, Global Engagement
- NC State Innovation and Entrepreneurship curricular partnerships

Goal 6: Courageous Partnering and Entrepreneurship

Metric	Baseline (FY 2020-21)	Goal (FY 2030-21)	FY 2021-22	FY 2022-23	Trend since Baseline
Licensing Income ²	\$4.4M	\$7.5M	\$5.9M	\$6.7M	











Recommendations from the Corporate Relations Task Force are likely to result in additional metrics for Goal 6. (Initiative 6.2.4)

Goal 7: Renowned Reputation

FY 2022-23 Progress on Initiatives

- National brand marketing strategy continues
- Brand refresh with Simpson Scarborough underway
- Sponsorship and brand licensing practices improved
- Student social media ambassador program launched
- Updated U.S. News and other rankings




Goal 7: Renowned Reputation

Metric <i>Fundraising</i>	Baseline (FY 2020-21)	Goal (FY 2030-31)	FY 2021-22	FY 2022-23	Trend since Baseline
Endowment: Total Value	\$1.95B	\$3.00B 	\$2.02B	\$2.03B	
Endowment: Annual Gifts	\$63.5M	\$75.0M 	\$50.1M	\$44.4M	
Fundraising Gifts and Commitments ^{1, 2}	\$252.6M	\$320.0M 	\$212.2M	\$235.9M	
Donors: Total ^{1, 2}	47,548	60,000 	47,312	48,352	
Donors: Chancellor's Circle (\$1K+) ^{1, 2}	6,194	8,500 	5,912	6,146	

The 2020-21 baseline year was the last full fiscal year of the record-setting Think and Do the Extraordinary campaign. NC State's all-time second highest Fundraising Gifts and Commitments total occurred in FY2022-23; the highest total occurred in 2020-21.

Note: Superscripts on metrics indicate related goals.

Goal 7: Renowned Reputation

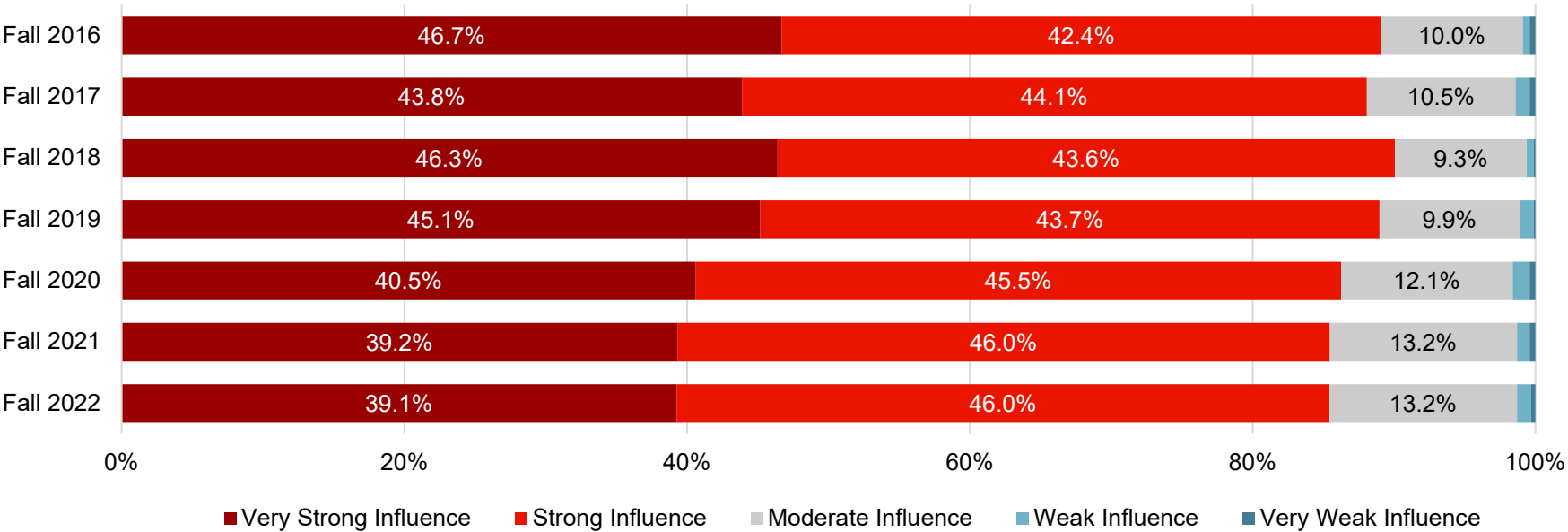
Survey metric (<i>Positive response options</i>)	Source	Survey frequency	% Positive responses	Trend
Student assessment of the extent to which NC State's academic reputation influenced their decision to attend ^{1, 2} (<i>very strong influence, strong influence</i>)	Incoming First Year Student Survey	annual	83.5% (Fall 2023) 85.1% (Fall 2022) 85.2% (Fall 2021) 86.0% (Fall 2020) 88.8% (Fall 2019) 89.9% (Fall 2018) 87.9% (Fall 2017) 89.1% (Fall 2016)	
Alumni agreement that they are proud to say they graduated from NC State (<i>strongly agree, agree</i>)	Baccalaureate Alumni Survey	triennial	98.0% (Spring 21) 98.2% (Spring 18)	
Faculty agreement that they are proud to say they work at NC State (<i>strongly agree, agree</i>)	COACHE Faculty Survey	triennial	75.3% (Spring 21) 79.5% (Spring 18)	

Note: Superscripts on metrics indicate related goals.

Goal 7: Renowned Reputation

Incoming First Year Student Survey

Student assessment of the extent to which NC State’s academic reputation influenced their decision to attend ^{1, 2}

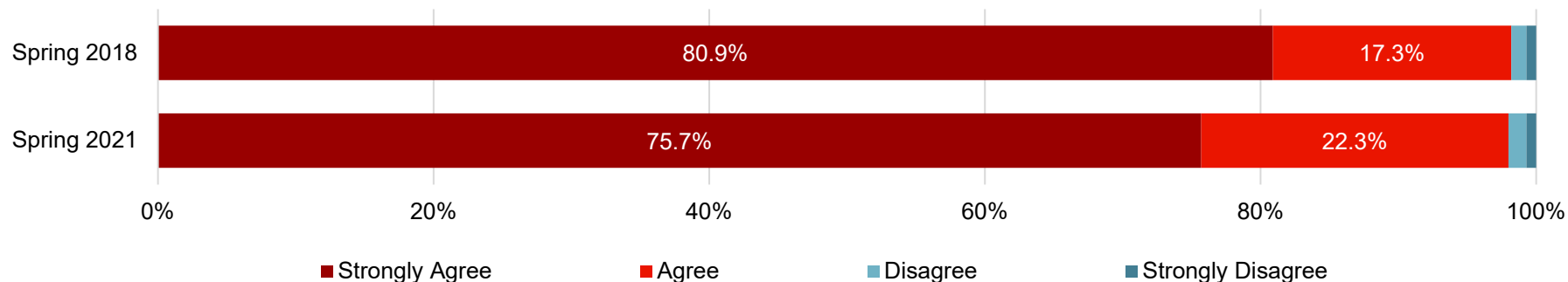


Note: Superscripts on metrics indicate related goals.

Goal 7: Renowned Reputation

Baccalaureate Alumni Survey

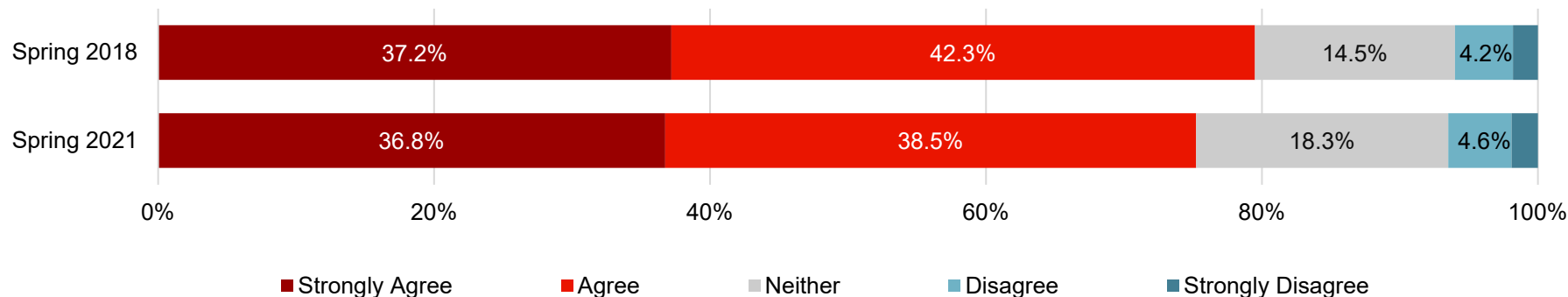
Alumni agreement that they are proud to say they graduated from NC State



Goal 7: Renowned Reputation

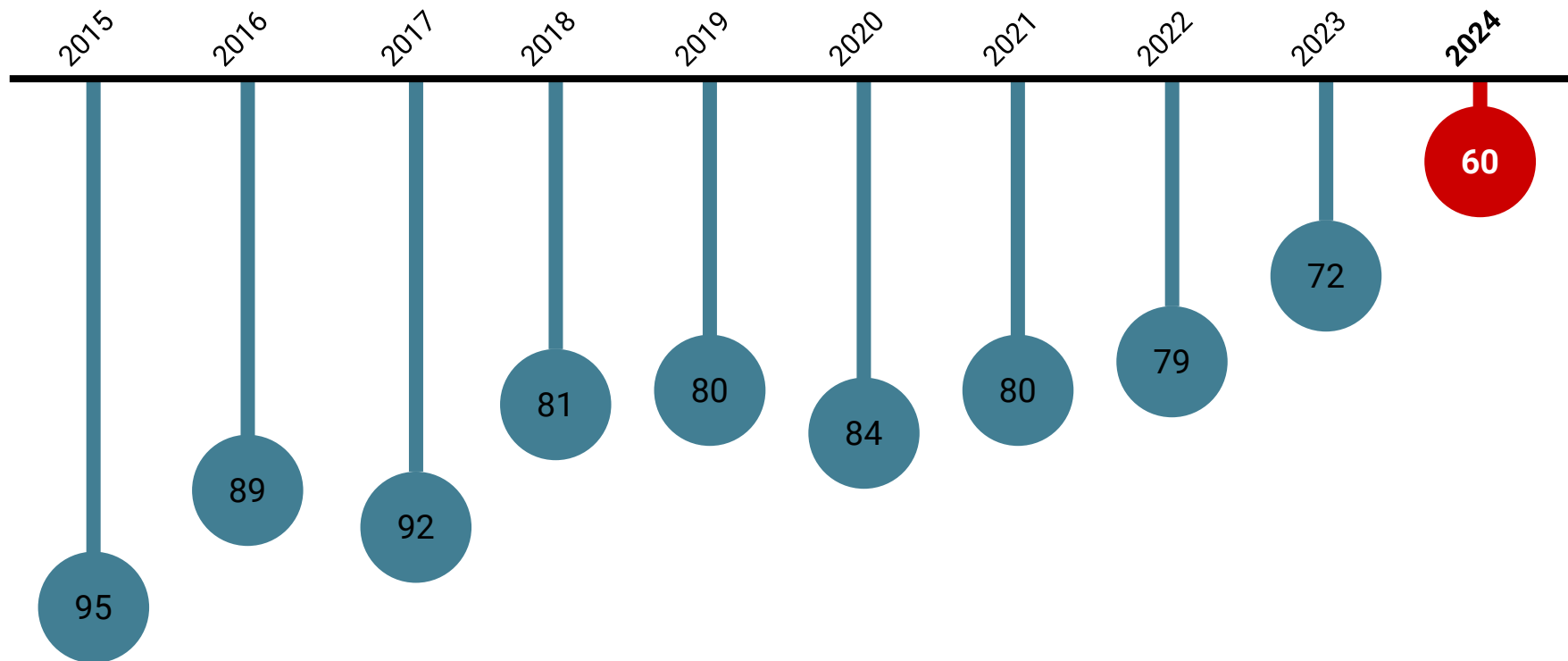
COACHE Faculty Survey

Faculty agreement that they are proud to say they work at NC State



U.S. News Best Colleges: NC State Overall Rank

10-Year Trend



NC State in the Global Rankings

5-Year Trends



Dominant Indicators:

- Reputation
- Faculty productivity (bibliometrics)

2020: #301-350
2024: #251-300



- Reputation
- Faculty productivity (bibliometrics)

2020: #285
2024: #274



- Faculty productivity (bibliometrics and awards)

2020: #201-300
2024: #201-300

What's next

- Develop FY25-27 implementation plan
- Report on outcomes of the FY22-24 implementation plan
- Identify new metrics in select areas

Questions