



NC STATE

THINK AND DO
THE EXTRAORDINARY

Administrative Leadership Meeting

Randy Woodson

Chancellor

Tuesday, November 12, 2024

Upcoming ALMs

Next Meeting

January 14

Campus Development Process

Titmus

2024-25 Meeting Dates

- March 4, 2025
- May 13, 2025



Undergraduate Admissions Update

- Early application deadline was November 1.
 - Extended to November 15 for counties impacted by Hurricane Helene.
- Regular decision deadline is January 15.
- All admitted students have until May 1 to accept or decline their admission offer.

RASS Task Force Update

- Reviewed reports from RASS Task Forces
- Announced nine pilot projects based on task force recommendations
- Established Executive Committee



Wolfpack 2030: Powering the Extraordinary

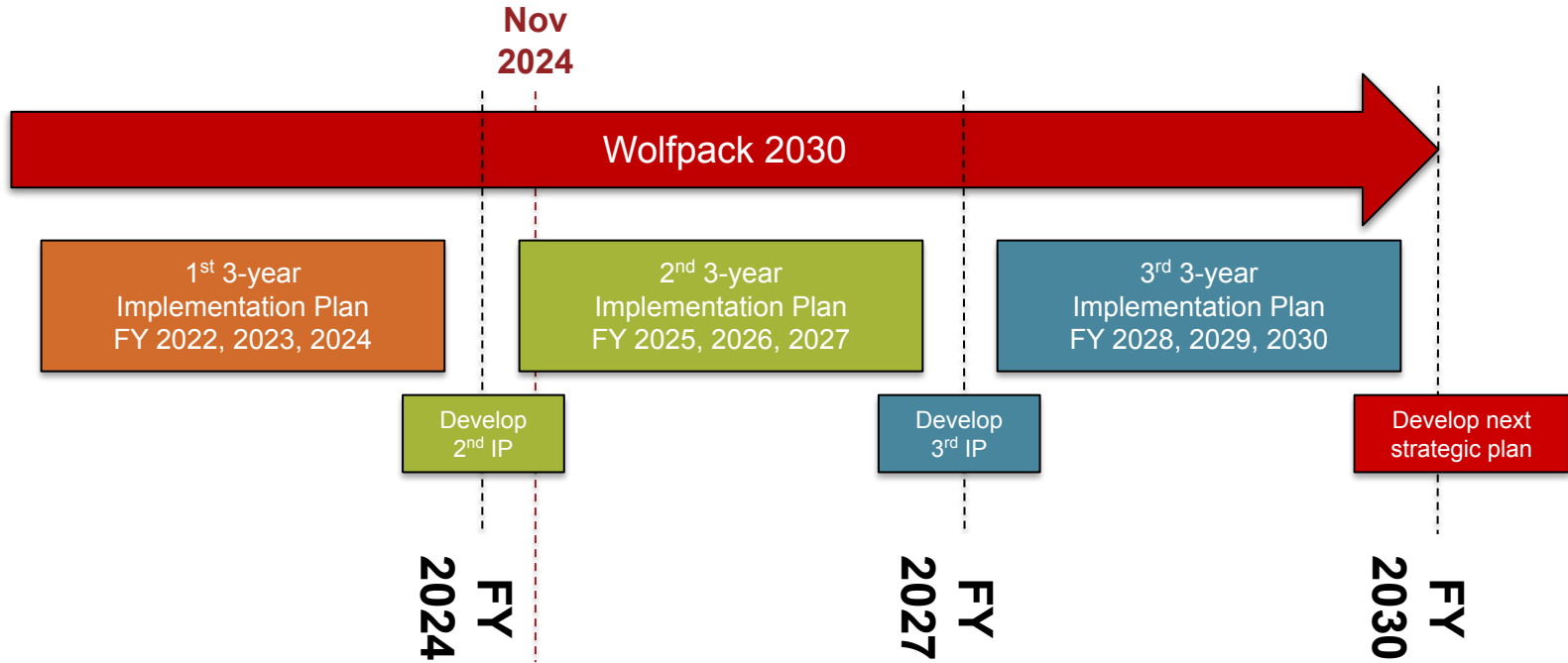
Three-Year Update

Warwick Arden, Executive Vice Chancellor and Provost

Margery Overton, Senior Vice Provost, Institutional Strategy and Analysis

Courtney Thornton, Associate Vice Provost, Institutional Strategy and Analysis

Wolfpack 2030 Timeframe



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

Wolfpack 2030

THREE-YEAR UPDATE HIGHLIGHTS

Goal 1: Lifelong Student Success

Packways: Learning by Doing 2024-2029 QEP

Five types of High Impact Experience (HIE) engagement:

- Early cohort
- Professional
- Scholarly
- Community
- Global

Pilot Year projects addressing communication, professional development, gateway HIEs, and assessment



Metric <i>High Impact Practices</i>	Baseline (FY 2020-21)	FY 2021-22	FY 2022-23	FY 2023-24	Goal (FY 2030-31)
Co-op Activity: Student Participants ▲	812	1,284	1,251	1,104	1,990
Study Abroad: Student Participants ▲	93	923	1,577	1,666	1,964

Goal 1: Lifelong Student Success

- Office of Instructional Programs established
- Continuing and Lifelong Education celebrates 100 years



- Non-Degree Credentials Task Force Report recommendations include:
 - Guiding principles for all NC State credentials
 - Central support staff
 - Standard badging platform
 - Community of practice

Metric	Baseline (FY 2020-21)	FY 2021-22	FY 2022-23	FY 2023-24	Goal (FY 2030-31)
<i>Degrees and Certificates</i>					
Undergraduate Degrees ▲	6,504	6,634	6,485	6,734	7,838
Graduate Degrees	3,520	3,049	3,640	3,339	4,164
Total Certificates	611	585	567	539	690

Goal 1: Lifelong Student Success

- Extraordinary Opportunities Scholarship Initiative
- Goodnight Doctoral Fellowships
- Pack Essentials one-stop resource
- OnePack Empowered for neurodivergent students

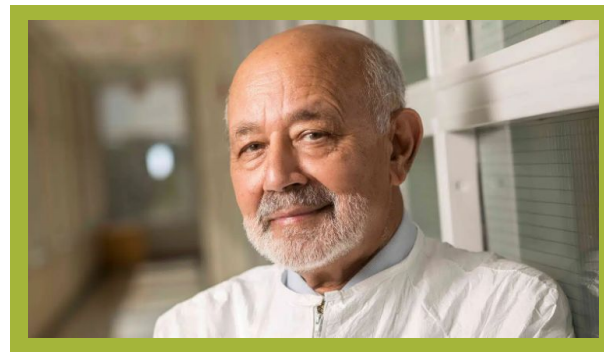


Goal 1: Lifelong Student Success

Metric <i>Enrollment, Retention and Graduation</i>	Baseline (Fall 2020)	Fall 2022	Fall 2023	Fall 2024	Goal (Fall 2030)
Enrollment - Undergraduate (Headcount) ▲	26,150	26,524	27,323	28,422	30,236
Enrollment - Graduate (Headcount) ▲	9,892	10,446	10,000	10,042	11,992
Bachelor's First-year Retention Rate ▲	93.5%	93.8%	93.3%	94.4%	94.5%
Bachelor's Four-year Graduation Rate <input checked="" type="checkbox"/>	65.0%	67.7%	65.3%	69.1%	69.0%
Bachelor's Six-year Graduation Rate ▲	84.9%	85.8%	85.3%	85.3%	88.0%
Metric <i>Graduate Time to Degree</i>	Baseline (FY 2020-21)	FY 2021-22	FY 2022-23	FY 2023-24	Goal (FY 2030-31)
Master's Median Years to Degree <input checked="" type="checkbox"/>	1.7	1.7	1.7	1.7	1.7
Doctoral Median Years to Degree <input checked="" type="checkbox"/>	4.9	5.0	5.0	4.9	5.0

Goal 2: Collaborative Research and Scholarship

- Goodnight Early Career Innovators and Goodnight Distinguished Professorships
- Outstanding faculty recognized
 - Jayant Baliga awarded 2024 Millennium Technology Prize
 - Craig Yencho receives 2024 Oliver Max Gardner Award



Goal 2: Collaborative Research and Scholarship

- Office of University Interdisciplinary Programs established
- Data Science and AI, Genetics and Genomics, and Global One Health Academies launched
- Commercial Leap Ahead for Wide Bandgap Semiconductors (CLAWS) Hub and Bezos Center for Sustainable Protein



Goal 2: Collaborative Research and Scholarship

Metric <i>Research</i>	Baseline (FY 2020-21)	FY 2021-22	FY 2022-23	FY 2023-24	Goal (FY 2030-31)
Research Expenditures					
Total (\$M) <input checked="" type="checkbox"/>	\$547.1M	\$583.6M	\$633.3M	Expenditures submitted to NSF HERD in February 2025.	\$620.0M
Federal (\$M) <input checked="" type="checkbox"/>	\$239.1M	\$250.6M	\$279.2M		\$272.0M
Non-Federal (\$M) <input checked="" type="checkbox"/>	\$308.0M	\$332.6M	\$354.1M		\$348.0M
Research Expenditures per T/TT Faculty (FTE)					
Total (\$K) <input checked="" type="checkbox"/>	\$375.7K	\$409.0K	\$452.0K		\$385.4K
Federal (\$K) <input checked="" type="checkbox"/>	\$164.2K	\$175.7K	\$212.0K		\$169.2K
Non-Federal (\$K) <input checked="" type="checkbox"/>	\$211.5K	\$233.3K	\$240.0K		\$216.4K

Goal 2: Collaborative Research and Scholarship

Plant Sciences Building



Woodson Hall



Goal 3: Innovative Engagement

- NC State achieves five-year extension for APLU's Innovation and Economic Prosperity designation
- NC State Extension and Institute for Emerging Issues address digital literacy and broadband access in NC
- Belk Center completes vision for statewide coverage through NC Teaching and Learning Hubs



Goal 4: Inclusive and Healthy Culture

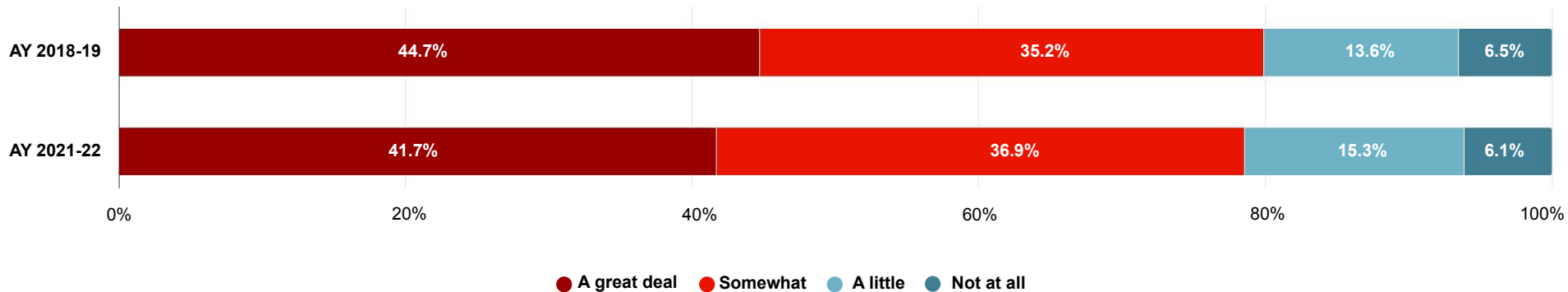


- Embedded clinicians in every college
- Mantra Telehealth for off-campus referrals
- Mental health and wellness apps like Togetherall
- Comprehensive, four-year JED campus initiative
- Healthy Minds Survey

Goal 4: Inclusive and Healthy Culture

Graduating Senior Survey

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



Survey next administered: AY 2024-25

Goal 4: Inclusive and Healthy Culture

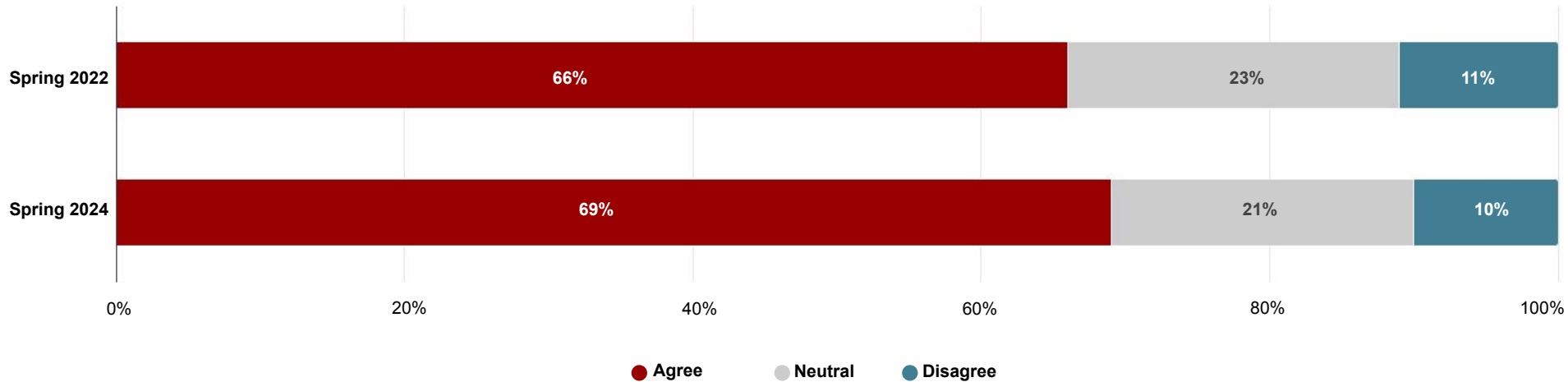
- AAAS STEMM Equity Achievement (SEA Change) Bronze-level recognition
- Black Faculty Retention and Success Task Force recommendations
- Mentor the Pack and Faculty on Track initiatives



Goal 4: Inclusive and Healthy Culture

Employee Engagement Survey

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



Goal 5: Transformed Operations

- 2024 SACSCOC reaffirmation of accreditation
- Completion of 2023 Physical Master Plan
- University Strategic Budget Initiative (USBI)
- Establishment of University Data and Analytics (UDA) business function
- Advancement Salesforce implementation



Goal 5: Transformed Operations

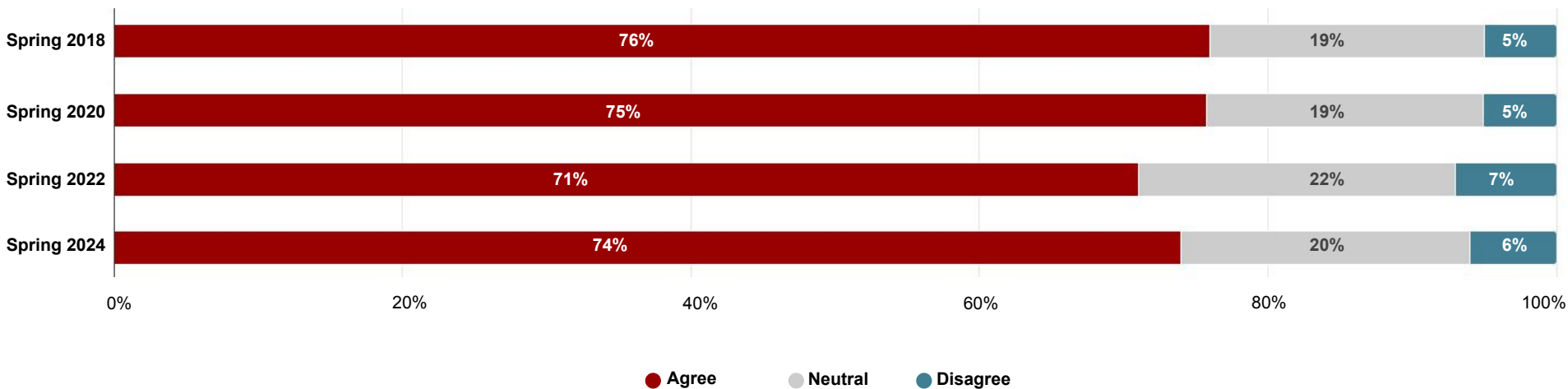


- “You Belong Here” Employee Value Proposition
- Wolfpack Performance Program online
- Flexible work regulation and resources for managers
- New recruitment specialists for talent-competitive positions and career counselors for staff career pathing
- Staff entrance experience survey
- Efficiencies through Spark Hire, Skill Survey and HRNow

Goal 5: Transformed Operations

Employee Engagement Survey

Employee agreement that, all things considered, NC State is a great place to work



Goal 6: Courageous Partnering & Entrepreneurship

Engineering North Carolina's Future



The number of engineering students
has grown by

1,752

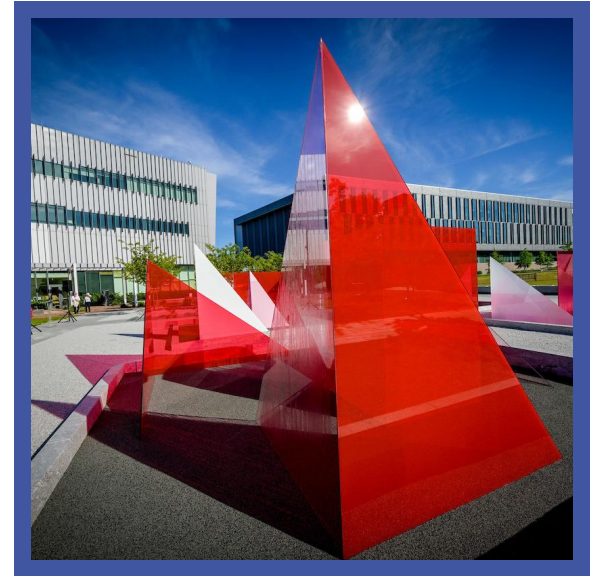
achieving

44%

of the target:
an additional 4000 students.

Goal 6: Courageous Partnering & Entrepreneurship

- Corporate and Foundation Relations Task Force
- Centennial Campus placemaking and Innovation District
- NC State Innovation and Entrepreneurship
 - PCOM business entrepreneurship minor redesigned with entrepreneurship process, financial basics, and hands-on experiences
 - Blue Economy Innovation Program



Goal 7: Renowned Reputation

- Brand refresh and national marketing strategy
- Student social media ambassador program launched
- Stewardship and special event hub models established



26th

among public universities

58th

overall

Metric	Baseline (FY 2020-21)	FY 2021-22	FY 2022-23	FY 2023-24	Goal (FY 2030-31)
<i>Fundraising</i>					
Endowment: Total Value ▲	\$1.95B	\$2.02B	\$2.03B	\$2.22B	\$3.00B
Scholarships and Fellowships ▲	3,873	4,026	4,165	4,368	5,300

Wolfpack 2030 Metrics

Wolfpack 2030 - Our Progress: View By Strategic Plan Goal



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

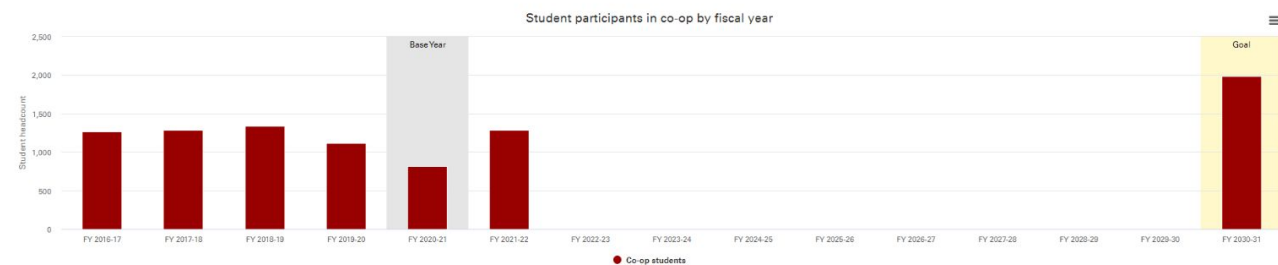
This metric also has an evidence-based and/or functional association with the following strategic goals:

- 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



	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
Co-op students	1,271	1,286	1,340	1,116	812	1,284									1,990

go.ncsu.edu/metrics

Three-Year Metrics Update



NC State identified a set of metrics to serve as indicators of our progress towards Wolfpack 2030's seven strategic goals. What follows is a snapshot of performance on these metrics in fall 2024, after the first three years of the strategic plan. Explore our metrics in greater detail at go.ncsu.edu/metrics.

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

Metric	Baseline	Current	2030 Goal
Undergraduate headcount	26,190	28,422 ▲	30,236
Graduate headcount	9,992	10,042 ▲	11,992
Bachelor's first-year retention rate	91.9%	94.8% ▲	94.9%
Bachelor's four-year graduation rate	65.9%	69.1% ▲	69.0%
Bachelor's six-year graduation rate	84.9%	95.3% ▲	88.0%
Cooperative education students	812	1,304 ▲	1,990
Cooperative education rotations	1,023	1,333 ▲	2,587
Study abroad students	93	1,666 ▲	1,964
Associate degrees	125	74	132
Bachelor's degrees	6,379	6,660 ▲	7,706
Undergraduate certificates	143	76	268
Master's degrees	2,294	2,036	3,413
Doctoral/master/scholarship degrees	530	623 ▲	632
Doctoral/professional degrees	96	100 ▲	120
Graduate certificates	448	403 ▲	482
Scholarships and fellowships	3,873	4,368 ▲	5,300
Master's median years to degree	1.7	1.7	1.7
Doctoral/master/scholarship median years to degree	4.9	4.9	5
Alumni rating of their preparation by NC State for graduate/professional school (Baccalaureate Alumni Survey, excellent or good)	67.1%	86.5%	increase
Alumni rating of their preparation by NC State for their first full-time permanent position after graduation (Baccalaureate Alumni Survey, excellent or good)	76.7%	75.6%	increase
Faculty satisfaction with support NC State has offered them to improve their teaching (COCACHE Faculty Survey, very satisfied or satisfied)	54.8%	54.4%	increase

Goal 2: Ensure preeminence in research, scholarship, innovation and collaboration.

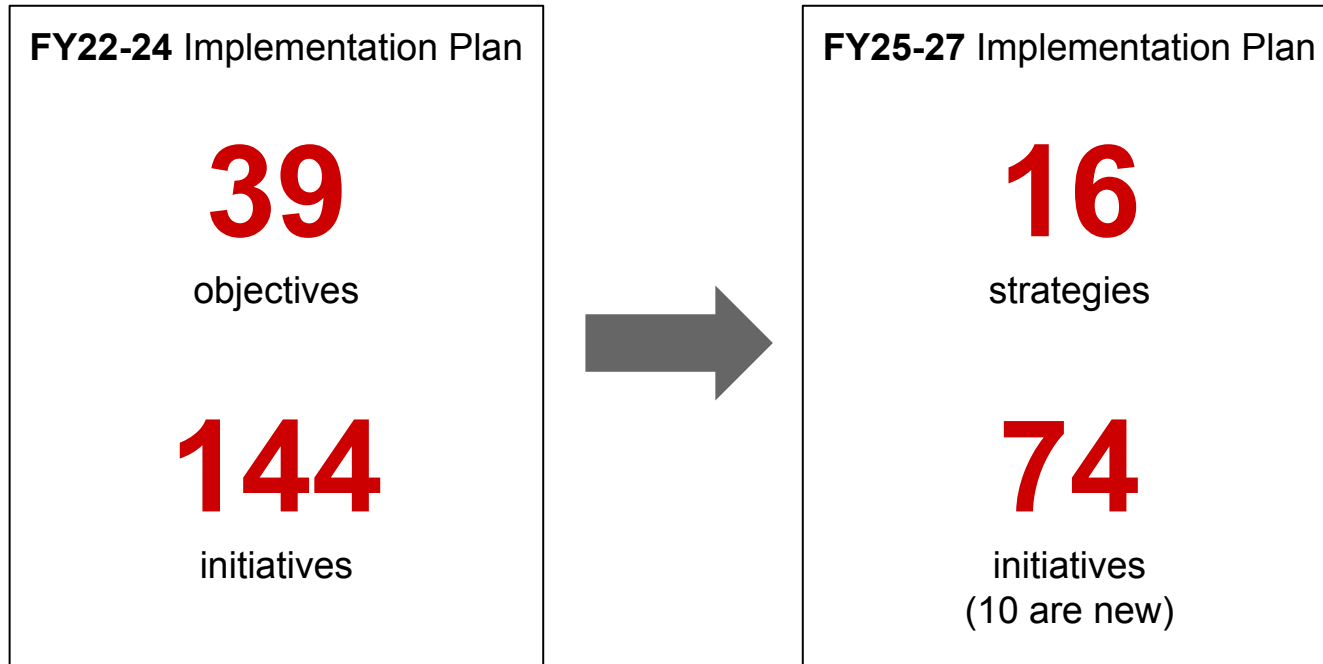
Metric	Baseline	Current	2030 Goal
Tenured / tenure-track faculty FTE	1,456	1,442	1,600
Professional faculty FTE	896	884	945
Postdoctoral scholars headcount	415	472	485
Total research expenditures	\$647.1M	\$632.3M ▲	\$628.0M
Federal research expenditures	\$139.1M	\$179.2M ▲	\$172.0M
Non-federal research expenditures	\$306.0M	\$354.1M ▲	\$346.0M
Total research expenditures per tenured / tenure-track faculty	\$375.7K	\$452.0K ▲	\$385.0K
Federal research expenditures per tenured / tenure-track faculty	\$164.2K	\$212.0K ▲	\$169.2K
Non-federal research expenditures per tenured / tenure-track faculty	\$211.5K	\$240.0K ▲	\$216.0K
Interdisciplinary funded research proposals with PIs from multiple departments	19.9%	17.7%	increase

Bold text indicates a goal has been met.

Wolfpack 2030

FY25-27 IMPLEMENTATION PLAN

FY25-27 Implementation Plan: Overview



FY25-27 Implementation Plan: New Initiatives

Direction-setting task forces, advisory groups, planning committees, and related work:

- Non-degree credentials task force
 - NCSCaLE / college collaboration (2.5)
 - Online program development (2.6)
- Research administration and support services task forces (7.1)
 - Finance Learning Academy (11.4)
- Master Planning
 - Campus Development Process (11.2)
- AI working group (11.5)

Digital engagement model:

- Digital skills training (8.1)
- Application to scholarly engagement (8.2)

Policy changes:

- SHRA / EHRA non-faculty career salary ranges (9.2)


Effectiveness:

- Administrative, operational and service area strategies (11.1)

NC STATE UNIVERSITY


Strategic Planning

About **Current Plan** Past Planning Reporting and Resources News and Updates



Current Plan

We don't create a plan and stop there. We're going to build on past successes and move forward to create a better future for all.



Learn more at:

go.ncsu.edu/wolfpack2030

go.ncsu.edu/implementation

go.ncsu.edu/metrics