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

Report Card
November 2013
2010
Chancellor Woodson directs Provost Arden and chair of the faculty to direct the process with advice from an 11-member steering committee.

March 2011
Realignment plan submitted to Chancellor Woodson.

April 2011
Board of Trustees endorse *The Pathway to the Future: NC State's 2011-2020 Strategic Plan*.

Summer 2011
Three-year implementation plan created

Spring 2013
Metrics finalized, baselines and goals established
Goal 1: Success of Our Students

Key Accomplishments 2011-13

- 2020 Enrollment Plan
- Enrollment Wizard and Advising Dashboard
- Change of Degree Application
- Division of Academic and Student Affairs Merger
- Professional Advisors/Intrusive Advising Model
- Learning & Living Villages and Other High Impact Activities
- New DE Tuition Model
- Large Course Redesign
## How We Measure Success

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline (Fall 2010)</th>
<th>Goal (Fall 2020)</th>
<th>Fall 2012</th>
<th>Fall 2013</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enrollment Profile</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Undergraduate Students (head count)</strong></td>
<td>25,246</td>
<td>25,713</td>
<td>24,833</td>
<td>24,536</td>
<td></td>
</tr>
<tr>
<td><strong>Graduate Students (head count)</strong></td>
<td>9,130</td>
<td>11,287</td>
<td>9,507</td>
<td>9,473</td>
<td></td>
</tr>
<tr>
<td><strong>Admissions Profile</strong></td>
<td>1186</td>
<td>1275</td>
<td>1218</td>
<td>1,242</td>
<td></td>
</tr>
<tr>
<td><strong>Mean SAT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Top 10% of Class</strong></td>
<td>42%</td>
<td>55%</td>
<td>49%</td>
<td>50.3%</td>
<td></td>
</tr>
<tr>
<td><strong>Student Diversity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>% Female</strong></td>
<td>45%</td>
<td>~ 50%</td>
<td>44%</td>
<td>44%</td>
<td></td>
</tr>
<tr>
<td><strong>% Under Represented Minority</strong></td>
<td>17%</td>
<td>Increase</td>
<td>16%</td>
<td>16%</td>
<td></td>
</tr>
</tbody>
</table>
# How We Measure Success

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline (Fall 2011)</th>
<th>Goal (Fall 2021)</th>
<th>Fall 2012</th>
<th>Fall 2013</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergrad 1st Year Retention&lt;sup&gt;1,2,3&lt;/sup&gt;</td>
<td>89%</td>
<td>94%</td>
<td>91%</td>
<td>92.6%&lt;sup&gt;5&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>Undergrad Six Year Grad. Rate&lt;sup&gt;4&lt;/sup&gt;</td>
<td>72%</td>
<td>80%</td>
<td>71%</td>
<td>74.9%&lt;sup&gt;5&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>Grad Student Completion Rate&lt;sup&gt;4&lt;/sup&gt;</td>
<td>83%</td>
<td>88%</td>
<td>84%</td>
<td>83%</td>
<td></td>
</tr>
<tr>
<td>Masters (Four Years)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grad Student Completion Rate&lt;sup&gt;4&lt;/sup&gt;</td>
<td>56%</td>
<td>60%</td>
<td>54%</td>
<td>55%</td>
<td></td>
</tr>
<tr>
<td>Doctoral (Six Years)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

1. *Fall data regards persistence of previous year’s cohort, i.e. Fall 2011 baseline data is about Fall 2010 freshman cohort.*
2. *UNC-GA Performance Metric*
3. *Metric used in recent UNC-GA management flexibility reduction*
4. *Fall data includes completions through end of previous academic year, i.e. Fall 2011 baseline data includes completions through AY 2010-11*
5. *Preliminary data from UPA, as of 9/06/13*
## How We Measure Success

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline (Spring 2009)</th>
<th>Goal (Spring 2021)</th>
<th>Spring 2012</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni Survey Questions: Excellent or Good</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How well prepared were you for graduate/professional school?</td>
<td>83.2%</td>
<td>90%</td>
<td>88.7%</td>
<td></td>
</tr>
<tr>
<td>How well prepared were you for your first full-time permanent position?</td>
<td>77.4%</td>
<td>85%</td>
<td>78.7%</td>
<td></td>
</tr>
</tbody>
</table>

1. Latest available data: Spring 2012 Alumni Survey (given every three years)
How We Measure Success

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline (AY 10-11)</th>
<th>Goal (AY 20-21)</th>
<th>AY 11-12</th>
<th>AY 12-13</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associates Degrees</td>
<td>126</td>
<td>140</td>
<td>155</td>
<td>126</td>
<td></td>
</tr>
<tr>
<td>Bachelors Degrees</td>
<td>5,175</td>
<td>5,800</td>
<td>5,423</td>
<td>5,468</td>
<td>⬆</td>
</tr>
<tr>
<td>Masters Degrees</td>
<td>2,080</td>
<td>2,500</td>
<td>2,341</td>
<td>2,335</td>
<td>⬆</td>
</tr>
<tr>
<td>Doctoral Degrees</td>
<td>395</td>
<td>540</td>
<td>446</td>
<td>488</td>
<td>⬆</td>
</tr>
<tr>
<td>DVM Degrees</td>
<td>77</td>
<td>100</td>
<td>79</td>
<td>72</td>
<td>⬇</td>
</tr>
</tbody>
</table>
Goal 2: Scholarship and Research
Goal 3: Interdisciplinary Scholarship

Key Accomplishments 2011-13

- Chancellor’s Faculty Excellence Program
- University Faculty Scholars
- College realignments
  - Sciences
  - Agriculture and Life Sciences
- Enhanced policy support for interdisciplinary faculty
- Enhanced research enterprise support
## How We Measure Success

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline (Fall 2010)</th>
<th>Goal (Fall 2020)</th>
<th>Fall 2012</th>
<th>Fall 2013</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Profile</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tenured/Tenure-track (FTE)</td>
<td>1,343</td>
<td>1,700</td>
<td>1,329</td>
<td>1,354(^1)</td>
<td></td>
</tr>
<tr>
<td>Non Tenure-track (FTE)</td>
<td>562</td>
<td>530-580</td>
<td>541</td>
<td>533(^1)</td>
<td></td>
</tr>
<tr>
<td>Post-doc Scholars (FTE)</td>
<td>224</td>
<td>400</td>
<td>303</td>
<td>297(^1)</td>
<td></td>
</tr>
</tbody>
</table>

1. Preliminary data from UPA, as of 9/10/13
## How We Measure Success

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline (FY 10-11)</th>
<th>Goal (FY 20-21)</th>
<th>FY 11-12&lt;sup&gt;1&lt;/sup&gt;</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NSF Research Expenditures:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total ($1,000s)</td>
<td>$378,154</td>
<td>$575,000</td>
<td>$404,225</td>
<td>↑</td>
</tr>
<tr>
<td>Federal ($1,000s)</td>
<td>$155,293</td>
<td>$250,000</td>
<td>$174,758</td>
<td>↑</td>
</tr>
<tr>
<td>Non-Federal ($1,000s)</td>
<td>$222,861</td>
<td>$325,000</td>
<td>$229,467</td>
<td>↑</td>
</tr>
<tr>
<td><strong>NSF Research per TT Faculty:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$282,000</td>
<td>$338,000</td>
<td>$304,000</td>
<td>↑</td>
</tr>
<tr>
<td>Federal</td>
<td>$116,000</td>
<td>$147,000</td>
<td>$131,000</td>
<td>↑</td>
</tr>
<tr>
<td>Non-Federal</td>
<td>$166,000</td>
<td>$191,000</td>
<td>$173,000</td>
<td>↑</td>
</tr>
</tbody>
</table>

<sup>1</sup> 2011-12 data is latest available
### How We Measure Success: Chancellor’s Faculty Excellence Program

**Original goal:**
Hire 38 new faculty in 12 strategic clusters

<table>
<thead>
<tr>
<th>Strategic Cluster</th>
<th>Planned Hires</th>
<th>Hires to Date</th>
<th>Hiring Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bioinformatics</td>
<td>4</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Data-Driven Science</td>
<td>4</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Digital Transformation of Education</td>
<td>5</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Environmental Health Science</td>
<td>4</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Forensic Sciences</td>
<td>4</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Genetic Engineering and Society</td>
<td>4</td>
<td>4</td>
<td>✓</td>
</tr>
<tr>
<td>Geospatial Analytics</td>
<td>3</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Global Environmental Change and Human Well-Being</td>
<td>3</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Innovation + Design</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Personalized Medicine</td>
<td>4</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Synthetic and Systems Biology</td>
<td>3</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Translational Regenerative Medicine</td>
<td>3</td>
<td>3</td>
<td>✓</td>
</tr>
</tbody>
</table>

**Total Faculty Cluster Hires**

43\(^1\)  24

---

1. Planned hires increased to 43 with opportunity hires and additional position
How We Measure Success: 
Chancellor’s Faculty Excellence Program

Innovation + Design
H. Christian Hölljes

Personalized Medicine
Maria Mayorga

Data-driven Science
Alyson Wilson

Bioinformatics
David Reif
Goal 4: Organizational Excellence

Key Accomplishments 2011-13

• Administrative Consolidation
  ▪ Office of Institutional Equity & Diversity
  ▪ Extension, Engagement & Economic Development Realignment
  ▪ Division of Academic & Student Affairs

• Shared Services: Onboarding Center

• Budget Restructuring Task Force

• Academic Effectiveness and Efficiency Review
  ▪ Academic Program Review Task Force
  ▪ Program consolidations
  ▪ Ongoing annual review

• PRR Review

• Office of Institutional Research and Planning
### How We Measure Success

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline (FY 10-11)</th>
<th>Goal (FY 20-21)</th>
<th>FY 11-12</th>
<th>FY 12-13</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education and Related Expense per Degree¹</td>
<td>$63,905</td>
<td>Decrease as appropriate</td>
<td>$59,400²</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Giving³</td>
<td>$77.8M</td>
<td>$200M</td>
<td>$100.3M</td>
<td>$127.6M</td>
<td></td>
</tr>
<tr>
<td>Endowment</td>
<td>$618M</td>
<td>$1,206M</td>
<td>$635M</td>
<td>$769M</td>
<td></td>
</tr>
</tbody>
</table>

1. Metric used in recent UNC-GA management flexibility reduction
2. 2011-2012 data is latest available.
3. UNC-GA Performance Metric
### How We Measure Success

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline (Fall 2010)</th>
<th>Goal (Fall 2020)</th>
<th>Fall 2012</th>
<th>Fall 2013</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Female Faculty (Headcount)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tenured/Tenure-track</td>
<td>25%</td>
<td>Increase</td>
<td>27%</td>
<td>27%</td>
<td></td>
</tr>
<tr>
<td>Non Tenure-track</td>
<td>47%</td>
<td>~ 50%</td>
<td>47%</td>
<td>46%</td>
<td></td>
</tr>
</tbody>
</table>

| % URM Faculty (Headcount) |          |                   |           |           |       |
| Tenured/Tenure-track      | 16%      | Increase          | 17%       | 17%       |       |
| Non Tenure-track          | 10%      | Increase          | 11%       | 10%       |       |

1. Preliminary data from UPA, as of 9/10/13
Goal 5: Local and Global Engagement

Key Accomplishments 2011-13

- Development of international hubs
- Support for international students
- Eastman innovative partnership model
## How We Measure Success

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline (AY 10-11)</th>
<th>Goal (AY 20-21)</th>
<th>AY 11-12</th>
<th>AY 12-13</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Study Abroad:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>All categories (students)</em></td>
<td>1,087</td>
<td>2,000</td>
<td>1,030</td>
<td>1,112¹</td>
<td></td>
</tr>
<tr>
<td><strong>Co-op Activity:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Co-op Work Rotations</em></td>
<td>884</td>
<td>1,300</td>
<td>1,078</td>
<td>1162</td>
<td></td>
</tr>
<tr>
<td><em>Students</em></td>
<td>692</td>
<td>1,000</td>
<td>837</td>
<td>910</td>
<td></td>
</tr>
<tr>
<td><strong>Degree Completion from:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>International Dual Degree Programs</em></td>
<td>17</td>
<td>Increase</td>
<td>23²</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>International 3+x Programs</em></td>
<td>29</td>
<td>Increase</td>
<td>14²</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹ Preliminary data from the Office of International Affairs, as of 9/12/13
² 2011-12 data is latest available; new data available Oct./Nov.
## How We Measure Success

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline (FY 10-11)</th>
<th>Goal (FY 20-12)</th>
<th>FY 11-12</th>
<th>FY 12-13</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation and Entrepreneurship Activity:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Commercialization Agreements</td>
<td>90</td>
<td>Increase</td>
<td>59</td>
<td>111</td>
<td></td>
</tr>
<tr>
<td>Start-up Companies</td>
<td>6</td>
<td>Increase</td>
<td>10</td>
<td>8</td>
<td></td>
</tr>
</tbody>
</table>
## How We Measure Success

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline (2010-11)</th>
<th>Goal</th>
<th>2012-13</th>
<th>2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>U.S. News Ranking</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(National Universities)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall</td>
<td>111</td>
<td>Top 80</td>
<td>106</td>
<td>101</td>
</tr>
<tr>
<td>Public</td>
<td>58</td>
<td>Top 25</td>
<td>52</td>
<td>47</td>
</tr>
</tbody>
</table>
U.S. News Ranking Criteria

Enhance Student Success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement
U.S. News Ranking Criteria

Enhance Student Success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement
U.S. News Ranking Criteria

Enhance Student Success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement
U.S. News Ranking Criteria

- Overall rank: 101
- Peer Assessment: 91
- High School Counselor: 104
- Faculty Resources: 174
U.S. News Ranking Criteria

- Overall rank: 101
- Peer Assessment: 91
- High School Counselor: 104
- Faculty Resources: 174
- Graduation & Retention: 87

Enhance local & global engagement
U.S. News Ranking Criteria

- Overall rank: 101
- Peer Assessment: 91
- High School Counselor: 104
- Faculty Resources: 174
- Graduation & Retention: 87
- Student Selectivity: 77

Enhance Student Success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement
U.S. News Ranking Criteria

- Overall rank: 101
- Peer Assessment: 91
- High School Counselor: 104
- Faculty Resources: 174
- Graduation & Retention: 87
- Student Selectivity: 77
- Financial Resources: 102
U.S. News Ranking Criteria

Enhance Student Success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement
U.S. News Ranking Criteria

- Overall rank: 101
- Peer Assessment: 91
- High School Counselor: 104
- Faculty Resources: 174
- Graduation & Retention: 87
- Student Selectivity: 77
- Financial Resources: 102
- Grad. Rate Performance: 127
- Alumni Giving: 98

Enhance Student Success
Enhance scholarship & research
Enhance interdisciplinary scholarship
Enhance organizational excellence
Enhance local & global engagement
The Pathway to the Future: NC State’s 2011-2020 Strategic Plan