Administrative Leadership Meeting

Randy Woodson
Chancellor
Tuesday, January 9, 2018
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Organizer</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 13, 2018</td>
<td>Advancement Update</td>
<td>Titmus</td>
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<tr>
<td>May 8, 2018</td>
<td>North Oval Development</td>
<td>Titmus</td>
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Recent Accolades

- Kiplinger’s Personal Finance: NC State in top 10 among public schools for in-state and out-of-state students
- Kobi Felton named Marshall Scholar
- Bitzer and Ditto named National Academy of Inventors Fellows
Advancement Update

- $1.2B+ total giving to Campaign
- Gifts from all 100 counties in NC, all 50 states and 63 countries
- Created nearly 1,400 new funds, 70+ new professorships
- Increase in donors across the board
- Endowment surpassed $1B mark - more than $600M+ of total has been raised during the Campaign
Questions?
NC State’s Strategic Plan: FY 2018, 2019, 2020 Implementation

Executive Vice Chancellor and Provost Warwick Arden
1st 3-year Implementation Plan FY 2012, 2013, 2014

2nd 3-year Implementation Plan FY 2015, 2016, 2017

3rd 3-year Implementation Plan FY 2018, 2019, 2020

Develop SP

Report on 1st IP

Develop 2nd IP

Report on 2nd IP

Develop 3rd IP

Report on 3rd IP

Report on 2nd IP

Report on SP
Our Accomplishments: FY 2015 to FY 2017

• ALM in Nov. 2015, 2016 and 2017
• 3-year digital progress update coming in February
Development of the FY 2018 to FY 2020 Implementation Plan

• Met with key leadership, including vice chancellors new to NC State since last implementation plan (ORIED and OFA)

• Returned to units with elements in last implementation plan; many initiatives are continuing and working to wrap-up

• Aware of other campus initiatives arising independently in support of the Strategic Plan which may not be in the implementation plan

• Mindful of available resources and worked to align with highest priorities
  – Aware of limitations on resources generated through tuition and enrollment funding
  – Endowment is increasing but restricted by use
Framework of Implementation Plan

Five SP goals

• Student success
• Faculty and infrastructure
• Interdisciplinary scholarship
• Organizational excellence
• Local and global engagement

Three overarching IP actions

• Cultivate excellence and continue investing in areas of emphasis
• Enhance student, faculty and staff success
• Improve institutional effectiveness while growing and realigning resources
<table>
<thead>
<tr>
<th>OVERARCHING ACTIONS</th>
<th>INITIATIVES SUPPORTING THE STRATEGIC PLAN</th>
<th>GOALS</th>
<th>START YEAR</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>CULTIVATE EXCELLENCE &amp; CONTINUE INVESTING IN AREAS OF EMPHASIS</td>
<td>Enhance opportunities for interdisciplinary education, research and scholarship.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>Executive V&amp;C Provost, VC Research &amp; Innovation</td>
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<tr>
<td></td>
<td>Enhance commitment to a diverse university.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>VC University Advancement, Executive V&amp;C Provost</td>
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<td></td>
<td>Increase the number of tenured and tenured-track faculty.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>Executive V&amp;C Provost, VC Research &amp; Innovation, VC Faculty &amp; Administration, VC University Advancement</td>
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<td>Encourage focused campus partnerships, programs and communications to foster excellence in global engagement.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>Executive V&amp;C Provost, VC Research &amp; Innovation, VC University Advancement</td>
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<td></td>
<td>Improve student success through improved admissions, enrollment and retention.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>Executive V&amp;C Provost</td>
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<td>Provide integrated student support services: One Stop Shop–Student Central.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>Executive V&amp;C Provost, VC Finance &amp; Administration</td>
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<td>Promote undergraduate student success through high impact experiences.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>Executive V&amp;C Provost, VC &amp; Dean DASA</td>
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<td>Promote higher-order skills in critical and creative thinking: THINK – a quality enhancement program.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>VC &amp; Dean DASA, Executive V&amp;C Provost</td>
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<td>Enhance initiatives provided by the University College to serve the needs of undergraduate students.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>Executive V&amp;C Provost, VC &amp; Dean DASA</td>
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<td>Promote graduate student and post-doctoral success.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>Executive V&amp;C Provost, VC Research &amp; Innovation, VC Finance &amp; Administration</td>
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<td>Create a culture of continuing professional development for staff and faculty.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>Executive V&amp;C Provost, VC, &amp; General Counsel, VC Finance &amp; Administration</td>
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<td></td>
<td>Promote a culture of entrepreneurship in support of NC State students, faculty, staff and alumni.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>Executive V&amp;C Provost, VC Research &amp; Innovation, VC Finance &amp; Administration</td>
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<tr>
<td></td>
<td>Enhance institutional pride.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>Chancellor’s Cabinet</td>
</tr>
<tr>
<td>IMPROVE INSTITUTIONAL EFFECTIVENESS WHILE GROWING &amp; REALIGNING RESOURCES</td>
<td>Improve institutional data integration and analytic capacity.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>Executive V&amp;C Provost, VC Information Technology</td>
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<td>Regularly review the effectiveness and efficiency of administrative processes.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>Chancellor’s Cabinet</td>
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<tr>
<td></td>
<td>Regularly review the effectiveness and efficiency of academic programs.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>Executive V&amp;C Provost</td>
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<td>Improve processes for providing support to the research enterprise.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>Executive V&amp;C Provost, VC Research &amp; Innovation, VC Finance &amp; Administration</td>
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<tr>
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<td>Align campus physical infrastructure improvements and utilization with our strategic plan.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>VC Finance &amp; Administration, Executive V&amp;C Provost</td>
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<td>Develop resource generation, cost-cutting and reallocation strategies to support the strategic plan.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>Executive V&amp;C Provost, VC Finance &amp; Administration</td>
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<tr>
<td></td>
<td>Enhance private support to the University.</td>
<td>✓ ✓ ✓ ✓ ✓</td>
<td>1</td>
<td>VC University Advancement</td>
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Full plan will be posted at [go.ncsu.edu/sp-implementation](go.ncsu.edu/sp-implementation)
1. Student Success
Key Actions

- Access: Multiple Pathways to NC State; Enrollment Strategy
- Central Resources: Academic Success Center, Student Services Center
- Quality Enhancement Plan
- Intersection of Critical and Creative Thinking, Design Thinking and Entrepreneurial Thinking
- NC State Entrepreneurship
Multiple Pathways to NC State for Undergraduate Students

- Traditional fall freshmen cohort
- Spring Connection freshmen cohort
- Clear transfer degree plans
- College partnership programs
- NC State C3 Dual-Admission Program
Academic Success Center at D.H. Hill Library

- **Budget:** $13.5M
- **Estimated completion:** Fall 2020
- **2nd floor**
  - Drop-in tutoring and by appointment
  - Writing center
  - Drop-in academic coaching, academic advising and career counseling
  - Undergraduate Research Office
- **3rd floor:**
  - New library visualization and data spaces
Academic Success Center at D.H. Hill Library

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- 3rd floor:
  - New library visualization and data spaces
Student Services Center in Harris Hall, 2nd Floor

- Co-locate Cashier, Registration and Records, and Scholarships and Financial Aid
- Budget: $1.4M
- Estimated completion: May 2018
QEP: TH!NK

Higher-order Skills 
in Critical and Creative Thinking

• Expand and assess implementation of TH!NK strategies
• Expand delivery of faculty workshops and a faculty learning-community
• Build collaboration with libraries to integrate library resources
• Explore strategies to integrate TH!NK training and mentoring into existing infrastructure
NC State: Think and Do

- What characteristics and skills are unique to NC State and how do they inform curricular and co-curricular activities?
- Synergy around the intersections of different ways of “thinking”
- Can we build on the QEP?
NC State Entrepreneurship

• Alliance model for entrepreneurship programs
  – Serving as a hub for entrepreneurship at NC State
  – Consolidated communications strategy, new website
  – Strategic coordination at the university level

• Entrepreneurship Clinic to expand at Raleigh HQ

• Undergraduate Certificate in Interdisciplinary Entrepreneurship
  – Starting in Fall 2018
2. Faculty and Infrastructure
Key Actions

- Recruiting and Retaining Faculty
- Core Research Facilities
- electronic Research Administration (eRA)
- NC Plant Sciences Building
- Engineering Building Oval
T/T TT Faculty Transitions: FY 2012 - FY 2017

407 Hires
242 Retentions
361 Separations

$104.7M Start-up costs (one-time)
$4.9M Retention costs (salary and benefits)
400 Eligible for retirement
Recruiting Faculty

- Start-ups
- Renovated spaces
- Faculty clusters
- Disciplinary hires
- Core facilities
Retaining Faculty

- Prioritizing faculty salaries
- Advocate for more flexibility over salary increases
- Campus and departmental culture
- Endowed professorships and chairs
- University Faculty Scholars
Shared Core Research Facilities

- Improve delivery of services via lab management software platform
- Coordinate large-scale instrument acquisition strategies with faculty recruitment and retention processes
electronic Research Administration (eRA)

Project Vision
Support and grow NC State’s research enterprise by fostering collaboration, creating efficiencies and increasing the efficacy of compliance activity through a system that is effective for all.

• Selected system to be announced in early 2018
• Implementation and training phase to begin after the project is awarded and the contract is finalized
Engineering Building Oval (EB Oval)

- Budget: $137M
- Space: 225,000 GSF
- Construction start: Spring 2018
- Estimated completion: June 2020
NC Plant Sciences Building

- Budget: $160.2M
- Space: 187,000 GSF
- Construction start: Summer 2019
- Estimated completion: Winter 2021
3. Interdisciplinary Scholarship
Key Actions

- Chancellor’s Faculty Excellence Program
- Interdisciplinary Undergraduate Programs
- Interdisciplinary Graduate Programs
- Plant Sciences Initiative
- Interdisciplinary Spaces
Chancellor’s Faculty Excellence Program

- 72 cluster faculty hires to date
- Looking forward
  - 8 open positions in 3* clusters, 2 rehires for vacated positions
  - 3 open cluster-connecting positions
  - Support the ongoing success of the clusters

*Unshaded clusters have open searches
Interdisciplinary Undergraduate Programs

• First-year programs
  – Life sciences
  – Environmental sciences
  – Explore model for other topics

• Interdisciplinary or multidisciplinary degree
Interdisciplinary Graduate Programs

• Interdisciplinary graduate programs are affiliated with:
  – Departments/colleges
  – Centers and institutes
  – Clusters

• Foster sustainability and growth of interdisciplinary programs
  – Implement clear and consistent administrative structures
  – Develop clear and consistent funding models
Plant Sciences Initiative

• Led by NC State and the N.C. Department of Agriculture and Consumer Services

• Plan to work across multiple colleges and departments and partner with agricultural stakeholders to assemble and recruit top faculty

• Hired inaugural PSI director

Initial recommended platforms: plant improvement; plant data sciences; and food systems, environmental sustainability and resilience
Interdisciplinary Spaces: Biomedical Partnership Center

- New building on Centennial Biomedical Campus
- First floor – Outside partners
- Second floor – NC State faculty
  - Designed for interdisciplinary collaboration with open floor plan, open labs and shared resources
  - Will bring engineering and veterinary medicine faculty together
4. Organizational Excellence
Key Actions

• Improve Accuracy and Reliability of Enrollment Planning
• Further Strengthen Commitment to Equity, Diversity, Inclusion and Cultural Competence
• Campus Capacity and Assessment Study
• Centennial Campus Innovation District
• Align Resources with Highest Priorities
• Continue to Focus on Strategic Risk Management and Compliance
• Strategic Planning
Improve Accuracy and Reliability of Enrollment Planning

- Improved planning tools
- More deliberate student recruitment
- Better communications
  - Headcount history
  - Projection algorithms
  - Research and mining
  - Slate CRM
  - Internal (programs)
  - External (students)
Further Strengthen Commitment to Equity, Diversity, Inclusion and Cultural Competence

• Cultural Competence
  – Website: go.ncsu.edu/cultural-competence

• Title IX Online Training
  – Required for designated Responsible Employees; encouraged for all faculty, staff and students

• Military and Veteran Service Center
Campus Capacity and Assessment Study

- A tool to align the physical campus with the strategic plan
- Provides the framework for engaging the campus community in a rich dialogue about what is best for NC State
- Complements the 2014 Physical Master Plan
- Evaluates ideas and projects through the lenses of the guiding principles
- Ensures the **highest and best use** of campus resources

GUIDING PRINCIPLES

- Strengthen Identity and Brand
- Enhance Stewardship of Campus Resources
- Re-prioritize Circulation
- Connect the Campus
- Promote Vibrancy
Centennial Campus Innovation District

- 32-acre phased mixed use development
- Innovation ecosystem intended to create a more vibrant and collaborative campus experience
- University mission-driven and NC State branded
- Start development in 2019
Continue to Focus on Strategic Risk Management and Compliance

• Chancellor’s Cabinet oversees Strategic Risk Management process

• Compliance efforts led by University Compliance Steering Committee
Strategic Planning

- Strategic planning is a continuous and ongoing process
- Current plan ends in 2020
- Begin development of next Strategic Plan in FY 2019-20
5. Local and Global Engagement
Key Actions

• Educational Partnerships
• Industry Partnerships
• Economic Development Partnerships
• Governmental Partnerships
• International Partnerships
Educational Partnerships: NC State Community College Collaboration

- Dual-admission program between NC State and 8 NC Community Colleges in regional proximity
- 120 students per year from low-to-moderate income households
- Requires completion of an associate degree within 3 years and a continuous 3.0 minimum GPA
- Inaugural cohort: Fall 2018
Industry Partnerships

- Signed MRA in 2012
- To date: 68 funded projects, 33 NC state co-op students, 32 invention disclosures, 23 presentations/posters, 19 published manuscripts, 10 NC State hires
- Plans to expand work with NC State in coming years; new research collaborations with PCOM and CALS underway

- Opened a Research and Innovation Center on Centennial Campus in 2011
- Actively works with COE and COT faculty and students to develop new products
- Partnering with CHASS/Psychology on app user experience
- Partnering with Nonwovens Institute on plastic fiber layers and micro particles
Economic Development Partnerships: North Carolina Fabrication Discovery Center

- Align textiles-based economic development in NC
- Create a hub for comprehensive textiles-based workforce development, research and development, product innovation and entrepreneurship
- Increase opportunity for rural and 1st generation students

Catawba Valley CC Manufacturing Solutions Center

NC State College of Textiles Zeis Textiles Extension

Gaston College Textile Technology Center
Governmental Partnerships: City of Raleigh

• Hillsborough Street
• Dorothea Dix Park
• Connecting Main Campus and Centennial Campus (Pullen Road/Bilyeu Street extension)
International Partnerships

- **Initiating new strategic partnerships**
  - Makerere University (Uganda)
  - Czech Technical University (Czech Republic)
  - Charles University (Czech Republic)
  - Shanghai Jiao Tong University (China)

- **Strengthening existing strategic partnerships**
  - Nagoya University (Japan)
  - University of Adelaide (Australia)
  - University of São Paulo (Brazil)
  - University of Surrey (United Kingdom)
  - University of Wollongong (Australia)

- **Increasing international seed funding to faculty**
  - [global.ncsu.edu/research/funding/seed-grants/](http://global.ncsu.edu/research/funding/seed-grants/)

*Plus* NC State European Center in Prague
QUESTIONS?