Administrative Leadership Meeting

Tuesday, July 10, 2012
Chancellor Randy Woodson
Upcoming ALM Topics

• September 11 - Enterprise Risk Management (Titmus Theatre)

• November 6 - Campaign Planning (Titmus Theatre)
Fund Raising at NC State

- Exceeded FY12 goal of $110 million by $1.4 million
- Outpaced FY11 total by 4%
  - (FY11 included gifts and pledges from Lonnie and Carol Poole)
- Gift receipts totaled a record $100.3 million
- Endowment gifts and new commitments totaled $36.7 million
Annual Giving

• Raised $1.9 million, an increase of 34.5% over FY 11

• Number of new donors grew by nearly 3,000, well above the goal of 1,600 new donors

• Expect to report an increased undergraduate alumni giving rate, a data point in US News
Legislative Budget Highlights (System-Wide)

• Need-Based Financial Aid – $141.1 million

• Enrollment Growth – Net $1.4 million
  ($3,950,000 for NC State)

• Operating Funds for New Facilities – $9.4 million
  ($2.35 M Recurring / $996,000 Non-Recurring for NC State)

• Hunt Library – $1 million for operating funds

• Faculty Recruitment & Retention – $3 million
Legislative Budget Highlights  
(System-Wide)

- Management Flexibility Reduction – $3 million ($582,000 cut for NC State)
- Out-of-State Academic Scholarships – No change
- Full Salary Flexibility
- Salary Increase – 1.2%
- R&R Allocation – Maintains 50% (UNC System) & 50% (OSBM) allocation; No new dollars
Legislative Policy Agenda

Operational Efficiencies & Effectiveness

• Increase BoG authority to dispose of property

• Authorize campuses to administer all student fees in Institutional Trust Fund accounts

• Authorize Optional Retirement Program for all University employees
Questions?
Enrollment Management

Dr. Louis Hunt
Vice Provost and University Registrar
Aligning Strategic and Enrollment Objectives
Planning Context

• Reduced state support and weak economic conditions

• Continuing demand for enrollment in UNC institutions

• Funding formula expected to change
  – New funding expected to incentivize “success” rather than “access”

• Federal financial aid dollars will be tied to student success.
Demographic Considerations

• National number of HS graduates is declining.
• NC and the rest of the South expects steady or increasing number of HS graduates.
• Increasing number of Latino graduates.
• Increasing number of students from lower SES.
• More NC high school graduates are starting at community colleges.
2011-2020 Strategic Plan Goals

1. Enhance the success of our students through educational innovation.

2. Enhance scholarship and research by investing in faculty and infrastructure.

3. Enhance interdisciplinary scholarship to address the grand challenges of society.

4. Enhance organizational excellence by creating a culture of constant improvement.

5. Enhance local and global engagement through focused strategic partnerships.
2020 Enrollment Plan Goals

• Improve the quality and standing of NC State’s academic programs

• Ensure access for North Carolinians to programs that are unique within the UNC System, while emphasizing competitive excellence in programs offered by other campuses

www2.acs.ncsu.edu/UPA/enrollmentplan/2020_enrollment_plan.htm
A New Enrollment Strategy

- Slower enrollment growth: 37,000 by 2020
- Stabilize undergraduate enrollment
- Increase graduate enrollment
- Improve quality of incoming students
- Improve efficiency toward degree
Undergraduate Education

- Change our focus from continuing growth to improving quality
  - Relieve stress on overtaxed general education and student services
  - Develop high impact educational experiences

- Maintain our commitment to providing access, improving diversity, and partnering to increase transfer enrollment
Undergraduate Education

- Limit freshmen enrollment to improve selectivity and student success.
- Expand co-curricular programs and student support services, such as advising and career services.
- Provide increased merit-based aid to promote enrollment of most highly qualified freshmen.
- Increase out-of-state and international undergraduates to enhance the academic experience and promote the NC State brand beyond North Carolina.
- Increase the number of transfer students to alleviate pressure on lower division courses and student support services.
Graduate Education

- Emphasize doctoral education, especially those related to strategic and multidisciplinary research initiatives
- Emphasize growth in areas linked to federally and privately funded initiatives, to reduce reliance on state funding
- Build professional master’s programs to meet working adults’ needs and to support economic development
Enrollment Planning Process and 2020 Enrollment Targets
Enrollment History

Fall 2011 Total: 34,767
   Undergraduate: 25,176
      Master’s: 5,082
       Doctoral: 3,156
       DVM: 312
Enrollment Management

- Enrollment Management and Services
- University Planning and Analysis
- The Graduate School
- University Housing
- Finance and Business
- University Architect
- Dean Representative
- Associate Dean Representative
- Department Head Representative
- DELTA
Total Enrollment by College
2011 vs. 2020

<table>
<thead>
<tr>
<th>College</th>
<th>2011</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provost</td>
<td>282</td>
<td>120</td>
</tr>
<tr>
<td>CALS</td>
<td>5,583</td>
<td>6,665</td>
</tr>
<tr>
<td>Design</td>
<td>847</td>
<td>2,134</td>
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<tr>
<td>Education</td>
<td>1,040</td>
<td>2,250</td>
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<tr>
<td>Engineering</td>
<td>8,765</td>
<td>9,405</td>
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<tr>
<td>Natural Resources</td>
<td>1,780</td>
<td>2,134</td>
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<tr>
<td>CHASS</td>
<td>5,047</td>
<td>4,880</td>
</tr>
<tr>
<td>PAMS</td>
<td>1,865</td>
<td>1,683</td>
</tr>
<tr>
<td>Textiles</td>
<td>1,105</td>
<td>1,220</td>
</tr>
<tr>
<td>Vet Medicine</td>
<td>392</td>
<td>390</td>
</tr>
<tr>
<td>Management</td>
<td>490</td>
<td>1,105</td>
</tr>
<tr>
<td>DUAP</td>
<td>1,528</td>
<td>1,325</td>
</tr>
<tr>
<td>Non-Degree</td>
<td>2,558</td>
<td>2,300</td>
</tr>
</tbody>
</table>

UPA: NC State Total Enrollment Report - Fall 2011
Enrollment Targets for 2020

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2020</th>
<th>Change</th>
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<tbody>
<tr>
<td>New Freshmen</td>
<td>4,564</td>
<td>4,630</td>
<td>1%</td>
</tr>
<tr>
<td>New Ag Institute</td>
<td>133</td>
<td>140</td>
<td>4%</td>
</tr>
<tr>
<td>New Transfer</td>
<td>1,027</td>
<td>1,415</td>
<td>38%</td>
</tr>
<tr>
<td>New Master's</td>
<td>1,965</td>
<td>2,402</td>
<td>22%</td>
</tr>
<tr>
<td>New Doctoral</td>
<td>575</td>
<td>804</td>
<td>40%</td>
</tr>
<tr>
<td>New DVM</td>
<td>81</td>
<td>100</td>
<td>23%</td>
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</table>
Total Enrollment by Career
2011 vs. 2020

<table>
<thead>
<tr>
<th>Career</th>
<th>2011</th>
<th>2020</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>23,514</td>
<td>24,180</td>
<td>3%</td>
</tr>
<tr>
<td>Master's</td>
<td>5,223</td>
<td>6,070</td>
<td>16%</td>
</tr>
<tr>
<td>Doctoral</td>
<td>3,156</td>
<td>4,060</td>
<td>29%</td>
</tr>
<tr>
<td>DVM</td>
<td>312</td>
<td>390</td>
<td>25%</td>
</tr>
<tr>
<td>Non-degree-seeking</td>
<td>2,558</td>
<td>2,300</td>
<td>-10%</td>
</tr>
</tbody>
</table>
Undergraduate Admissions
New Freshmen Applications

*June 29th, 2012 Estimate*
% of Applicants Accepted
Fall 2010

% of Freshmen Enrolled from Admits
Fall 2010

New Freshmen
Average SAT

* June 29th, 2012 Estimate
New Freshmen Enrollment vs. SAT (CR+Math)

* June 29th, 2012 Estimate
New Freshmen in Top 10% of High School Class

Percentage in Top 10%

2007: 34.4%
2008: 40.0%
2009: 41.1%
2010: 41.8%
2011: 42.8%
2012*: 49.1%

* June 29th, 2012 Estimate
New Freshmen

High School GPA

<table>
<thead>
<tr>
<th>Year</th>
<th>GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>4.12</td>
</tr>
<tr>
<td>2008</td>
<td>4.17</td>
</tr>
<tr>
<td>2009</td>
<td>4.19</td>
</tr>
<tr>
<td>2010</td>
<td>4.24</td>
</tr>
<tr>
<td>2011</td>
<td>4.28</td>
</tr>
<tr>
<td>2012*</td>
<td>4.30</td>
</tr>
</tbody>
</table>

* June 29th, 2012 Estimate
New Freshmen
Fall 2012 Applied

- June 29th, 2012 Estimate
- Based on Admission Res Code
New Freshmen
Fall 2012 Applied

- June 29th, 2012 Estimate
- Based on Admission Res Code
New Freshmen
Fall 2012 Applied

• June 29th, 2012 Estimate
• Based on Admission Res Code
Graduate Admissions
Doctoral Degree Applications

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Applications</th>
<th>Percent Accepted</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>2,950</td>
<td>0%</td>
</tr>
<tr>
<td>2006</td>
<td>3,255</td>
<td>5%</td>
</tr>
<tr>
<td>2007</td>
<td>3,473</td>
<td>10%</td>
</tr>
<tr>
<td>2008</td>
<td>3,383</td>
<td>15%</td>
</tr>
<tr>
<td>2009</td>
<td>4,005</td>
<td>20%</td>
</tr>
<tr>
<td>2010</td>
<td>4,329</td>
<td>25%</td>
</tr>
<tr>
<td>2011</td>
<td>4,471</td>
<td>30%</td>
</tr>
<tr>
<td>2012</td>
<td>4,458</td>
<td>35%</td>
</tr>
</tbody>
</table>

* June 29th, 2012 Estimate
New Graduate Students Enrolled

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Enrollment</th>
<th>Masters</th>
<th>Doctorate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>1,144</td>
<td>546</td>
<td>598</td>
</tr>
<tr>
<td>2006</td>
<td>1,187</td>
<td>477</td>
<td>700</td>
</tr>
<tr>
<td>2007</td>
<td>1,290</td>
<td>493</td>
<td>797</td>
</tr>
<tr>
<td>2008</td>
<td>1,350</td>
<td>558</td>
<td>792</td>
</tr>
<tr>
<td>2009</td>
<td>1,520</td>
<td>475</td>
<td>1,045</td>
</tr>
<tr>
<td>2010</td>
<td>1,527</td>
<td>525</td>
<td>1,002</td>
</tr>
<tr>
<td>2011</td>
<td>1,566</td>
<td>575</td>
<td>991</td>
</tr>
</tbody>
</table>
Retention and Graduation
Average Freshman Retention Rate
Fall 2005-2008

6-Year Graduation Rate

Peer Institutions

<table>
<thead>
<tr>
<th>Institution</th>
<th>Graduation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Penn State University</td>
<td>85%</td>
</tr>
<tr>
<td>University of Florida</td>
<td>84%</td>
</tr>
<tr>
<td>University of Wisconsin-Madison</td>
<td>84%</td>
</tr>
<tr>
<td>University of California - Davis</td>
<td>84%</td>
</tr>
<tr>
<td>Georgia Institute of Technology</td>
<td>81%</td>
</tr>
<tr>
<td>Texas A &amp; M University</td>
<td>80%</td>
</tr>
<tr>
<td>Ohio State University</td>
<td>80%</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>79%</td>
</tr>
<tr>
<td>Rutgers</td>
<td>78%</td>
</tr>
<tr>
<td>NC State</td>
<td>77%</td>
</tr>
<tr>
<td>Iowa State University</td>
<td>77%</td>
</tr>
<tr>
<td>Purdue University-Main Campus</td>
<td>71%</td>
</tr>
<tr>
<td>Colorado State</td>
<td>70%</td>
</tr>
<tr>
<td>University of Arizona</td>
<td>69%</td>
</tr>
<tr>
<td></td>
<td>64%</td>
</tr>
<tr>
<td></td>
<td>60%</td>
</tr>
</tbody>
</table>

Financial Aid
Average % of Need Met

Students Who Received Need-Based Scholarship or Grant Aid

Average Financial Aid Package

Undergraduate Enrollment Initiatives to Support Strategic Plan

• Slow growth and improve quality
  – 2012 Freshman target reduced to 4250
  – Preliminary 2012 SAT scores and High School Class Rank are up

• Increase out-of-state and international recruitment
  – Out-of-state applications (2012 applications up 12.7%)
  – International applications (2012 applications up 54.8%)

• Increase transfer students
  – Strategic partnerships with North Carolina Community Colleges
  – Re-align and build infrastructure to recruit and support transfer students

• Improve internal transfer process
  – New, centralized internal transfer process piloted in Spring 2012
Undergraduate Enrollment Initiatives to Support Strategic Plan

• Improve retention and graduation rates
  – Development of an “Advising Dashboard” is underway and scheduled for delivery on Oct. 1, 2012
  – Creation of a “critical path” within our degree audit system.
  – Developing GPA trend lines and measures of progress toward degree

• On-going policy review and alignment
  – Create higher performance expectations
  – Align financial aid and academic eligibility standards
Questions and Comments