

NC STATE UNIVERSITY

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

Report Card
Fall 2016

Summer 2010

Initiated strategic planning process

Spring 2011

BOT endorsed *The Pathway to the Future: NC State's 2011-2020 Strategic Plan*

Fall 2011

Released 1st 3-year implementation plan (FY 2012, 2013, 2014)

Spring 2013

Finalized metrics and established baselines and goals

Fall 2014

Reported on results of 1st 3-year implementation plan

Released 2nd 3-year implementation plan (FY 2015, 2016, 2017)

Fall 2017

Report on results of 2nd 3-year implementation plan

Release final 3-year implementation plan (FY 2018, 2019, 2020)







Goal 1: Success of Our Students

Key Accomplishments since Fall 2015

- Central management of internal transfers
- University College and continued evolution of DASA
- Central resources: Student Central, Military and Veterans Resource Center, Interfaith Prayer and Meditation Space
- First Year Programs: Life Sciences, Environmental Sciences
- THINK initiative
- Provost's Professional Experience Program
- Academic advising, incl. Student Success GPS
- 2025 Enrollment Plan
- COE Program Enhancement Fee
- Academic policy changes
- Financial support, mentoring and professional development of graduate students








How We Measure Success

Metric	Baseline (Fall 2010)	Goal (Fall 2020)	Fall 2015	Fall 2016	Trend
Enrollment Profile <i>Undergraduate Students (head count)</i>	25,246	25,713	24,115	23,487	
Enrollment Profile <i>Graduate Students (head count)</i>	9,130	11,287	9,900	9,908	
Admissions Profile <i>Mean SAT</i>	1186	1275	1251	1260	
Admissions Profile <i>Top 10% of Class</i>	41.8%	55%	51.0%	51.0%	
Student Diversity <i>% Female</i>	45%	~ 50%	45%	45%	
Student Diversity ¹ <i>% Under Represented Minority</i>	17%	Increase	19%	19%	

1. Metric updated to include 2 or more races.

How We Measure Success



Metric	Baseline (Fall 2011)	Goal (Fall 2021)	Fall 2015	Fall 2016	Trend
Undergrad 1 st Year Retention ¹	89%	94%	93.7%	93.8%	
Undergrad 6-Year Grad. Rate ²	72.7%	80%	76.7%	78.0%	
Undergrad 4-Year Grad Rate ²	41.8%		49.8%	54.2%	
Grad Student Completion Rate ² <i>Masters (4 Years)</i>	83.0%	88%	85.8%	87.0%	
Grad Student Completion Rate ² <i>Doctoral (6 Years)</i>	54.9%	60%	60.6%	58.8%	

1. Fall data regards persistence of previous year's cohort, i.e. Fall 2011 baseline data is about Fall 2010 freshman cohort.

2. Fall data includes completions through end of previous academic year, i.e. Fall 2011 baseline data includes completions through AY 2010-11






Enhance student success
 Enhance scholarship & research
 Enhance interdisciplinary scholarship
 Enhance organizational excellence
 Enhance local & global engagement

How We Measure Success

Metric	Baseline (Spring 2009)	Goal (Spring 2021)	Spring 2012 ¹	Spring 2015	Trend
Alumni Survey Questions: <i>Excellent or Good</i>					
<i>How well prepared were you for graduate/professional school?</i>	83.2%	90%	88.7%	89.6%	
<i>How well prepared were you for your first full-time permanent position?</i>	77.4%	85%	78.7%	75.2%	

1. Alumni Survey given every three years

How We Measure Success

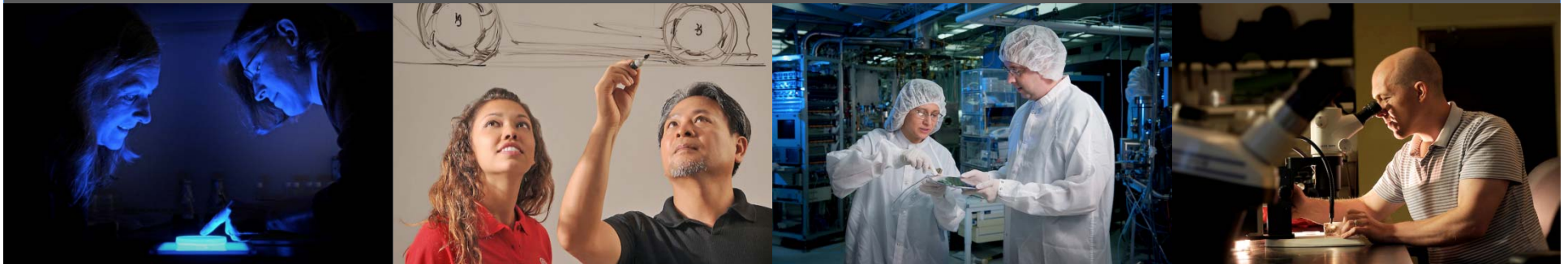
Metric	Baseline (AY 10-11)	Goal (AY 20-21)	AY 14-15	AY 15-16	Trend
Associates Degrees	126	140	183	118	
Bachelors Degrees	5,175	5,800	5,594	5,678	
Masters Degrees	2,080	2,500	2,338	2,519	
Doctoral Degrees	395	540	512	519	
DVM Degrees	77	100	79	98	

Goal 2: Scholarship and Research


Goal 3: Interdisciplinary Scholarship


Key Accomplishments since Fall 2015


- Chancellor's Faculty Excellence Program
- University Faculty Scholars
- Chancellor's Innovation Fund and Research Innovation Seed Funding
- Game-Changing Research Initiative Program (GRIP)
- Electronic Research Administration (eRA) project
- \$5.6M grant from Wallace Foundation to redesign principal prep programs
- Faculty honors and awards



How We Measure Success

Metric	Baseline (Fall 2010)	Goal (Fall 2020)	Fall 2015	Fall 2016	Trend
Faculty Profile <i>Tenured/Tenure-track (FTE)</i>	1,343	1,700	1,356	1,392 ¹	

Faculty Profile <i>Non Tenure-track (FTE)</i>	562	530-580	595	602 ¹	
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Metric	Baseline (CY 2010)	Goal (CY 2020)	CY 2014	CY 2015	Trend
Post-doc Scholars ² <i>(Headcount)</i>	231	400	487	500	

1. Preliminary data from Fall 2016 census.
 2. Represents STEM postdocs reported to NSF.

How We Measure Success

Metric	Baseline (FY 10-11)	Goal (FY 20-21)	FY 13-14	FY 14-15 ²	Trend
Research Expenditures:¹					
Total (\$1,000s)	\$378,154	\$575,000	\$446,112	\$468,293	
Federal (\$1,000s)	\$155,293	\$250,000	\$181,449	\$199,862	
Non-Federal (\$1,000s)	\$222,861	\$325,000	\$264,663	\$268,431	
Research Expenditures¹ per T/TT Faculty:					
Total (\$1,000s)	\$282	\$338	\$326	\$349	
Federal (\$1,000s)	\$116	\$147	\$133	\$149	
Non-Federal (\$1,000s)	\$166	\$191	\$193	\$200	

1. Data per NSF Survey of Research and Development Expenditures at Universities and Colleges/Higher Education Research and Development (HERD) Survey.
 2. 2014-15 data is latest available.

How We Measure Success: Chancellor's Faculty Excellence Program

Original goal: Hire 38 new faculty in 12 strategic clusters	Hires planned	Hires to date	Hiring completed
Bioinformatics	4	4	✓
Data-Driven Science	4	4	✓
Digital Transformation of Education	5	5	✓
Environmental Health Science	4	4	✓
Forensic Sciences	5	3	
Genetic Engineering and Society	3	3	✓
Geospatial Analytics	3	3	✓
Global Environmental Change and Human Well-Being	3	3	✓
Innovation + Design	2	2	✓
Precision Medicine	5	5	✓
Synthetic and Systems Biology	4	4	✓
Translational Regenerative Medicine	3	3	✓
Total Faculty Cluster Hires	45¹	43	

1. Planned hires increased to 45 with opportunity hires and additional positions

How We Measure Success: Chancellor’s Faculty Excellence Program

Original goal:

Hire 33 new faculty in 8 strategic clusters

	Hires planned	Hires to date	Hiring Completed
Carbon Electronics	5		
Emerging Plant Disease and Global Food Security	4	2	
Global Water, Sanitation and Hygiene	4	1	
Leadership in Public Science	4	3	
Microbiomes and Complex Microbial Communities	4	1	
Modeling the Living Embryo	5	2	
Sustainable Energy Systems and Policy	4	2	
Visual Narrative	4	4	✓
Total Faculty Cluster Hires	34¹	15	

1. Planned hires increased to 34 with opportunity hire.

How We Measure Success

Metric	CY 2012	CY 2013	CY 2014	CY 2015	Change in WFC 2012-2015	% Change in WFC 2012-2015
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Nature Index:

Article Count (AC)	145	189	180	223		
Weighted Fractional Count (WFC)	51.71	74.61	60.78	76.29	24.58	+47.53%

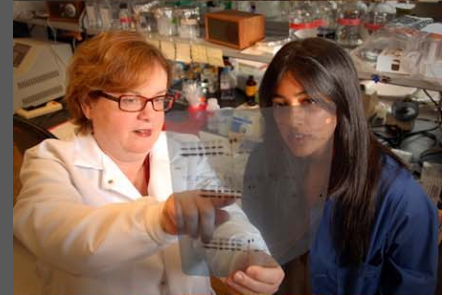
NC State is a **Nature Index Rising Star**¹ – 31st in the world and 3rd in North America

1. Institutions with the largest increases in WFC 2012-2015





Goal 4: Organizational Excellence

Key Accomplishments since Fall 2015

- New Hires: Vice Chancellor for Finance and Administration, Vice Provost for Institutional Equity and Diversity, Deans of the Colleges of Design, Education, Management and Textiles, Associate Vice Chancellor for Human Resources, Director of Institute for Emerging Issues
- Data-based decision making tools
- College of Agriculture and Life Sciences realignment
- NC State Employee Dependent's Tuition Scholarship
- Connect NC bond (Engineering and Plant Sciences)
- Building projects completed and underway
- \$1.6B Think and Do the Extraordinary campaign
- Diversity and Inclusion initiatives, incl. Task Force on Efforts to Recruit, Admit, Retain and Graduate Students from Underrepresented Groups
- National Medal for Museum and Library Service



How We Measure Success

Metric	Baseline (FY 10-11)	Goal (FY 20-21)	FY 14-15	FY 15-16	Trend
Annual Giving (Total Receipts)	\$95M	\$200M	\$119M	\$127M	
Total Gifts and New Commitments	\$107M		\$208M	\$163M	
Annual Donors	20,918	30,000	24,007		
Endowment	\$618M	\$1,206M	\$984M	\$999M	
Think and Do The Extraordinary	Goal: \$1.6B			By launch: \$1.0B	



How We Measure Success

Metric	Baseline (Fall 2010)	Goal (Fall 2020)	Fall 2015	Fall 2016	Trend
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% Female Faculty (Headcount)

Tenured/Tenure-track	25%	Increase	29%	30% ¹	
Non Tenure-track	47%	~ 50%	51%	50% ¹	

% URM Faculty (Headcount)

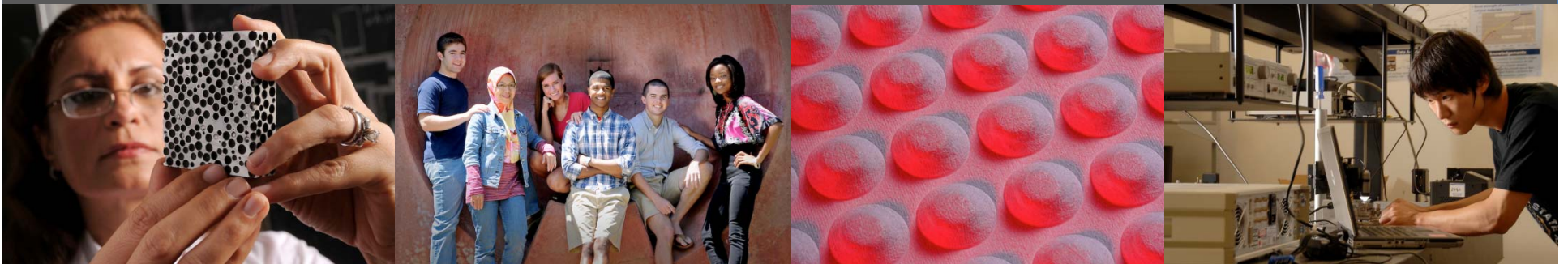
Tenured/Tenure-track	16%	Increase	19%	20% ¹	
Non Tenure-track	10%	Increase	11%	10% ¹	

1. Preliminary data from Fall 2016 census.




Goal 5: Local and Global Engagement

Key Accomplishments since Fall 2015

- Evolution of OTT, now Office of Technology Commercialization and New Ventures
- Evolution of IES, now Industry Expansion Solutions
- Wolfpack Investor Network
- Ongoing development of international partnerships, incl. addition of University of Wollongong to UGPN
- Initiatives to increase Study Abroad participation
- Record number of Fulbright Scholars



How We Measure Success

Metric	Baseline (AY 10-11)	Goal (AY 20-21)	AY 14-15	AY 15-16	Trend
Study Abroad: <i>All categories (students)</i>	1,087	2,000	1,248	1,259	
Co-op Activity:					
<i>Co-op Work Rotations</i>	884	1,300	1,300	1,433	
<i>Students</i>	692	1,000	978	1,129	

How We Measure Success

Metric	Baseline (FY 10-11)	Goal (FY 20-12)	FY 14-15	FY 15-16	Trend
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Innovation and Entrepreneurship Activity:

Total Commercialization Agreements	90	Increase	139	164	
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Start-up Companies	6	Increase	12	12	
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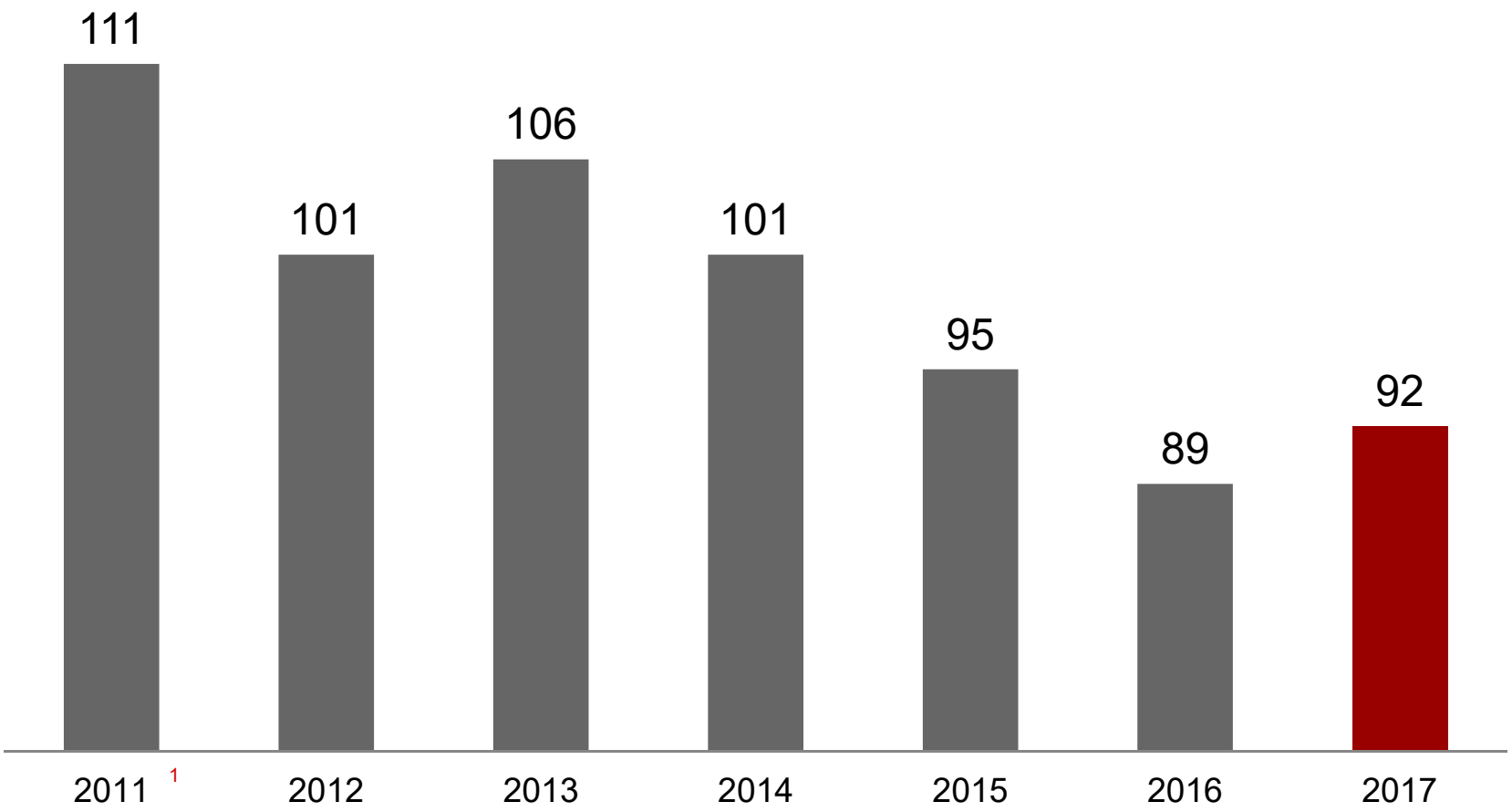
How We Measure Success

Metric	Baseline (2011 ¹ Edition)	Goal	2016 Edition	2017 Edition
U.S. News Ranking (National Universities)				
Overall	111	Top 80	89	92
Public	52	Top 25	37	38

1. Baseline rank is from 2011 edition which was released Fall 2010.

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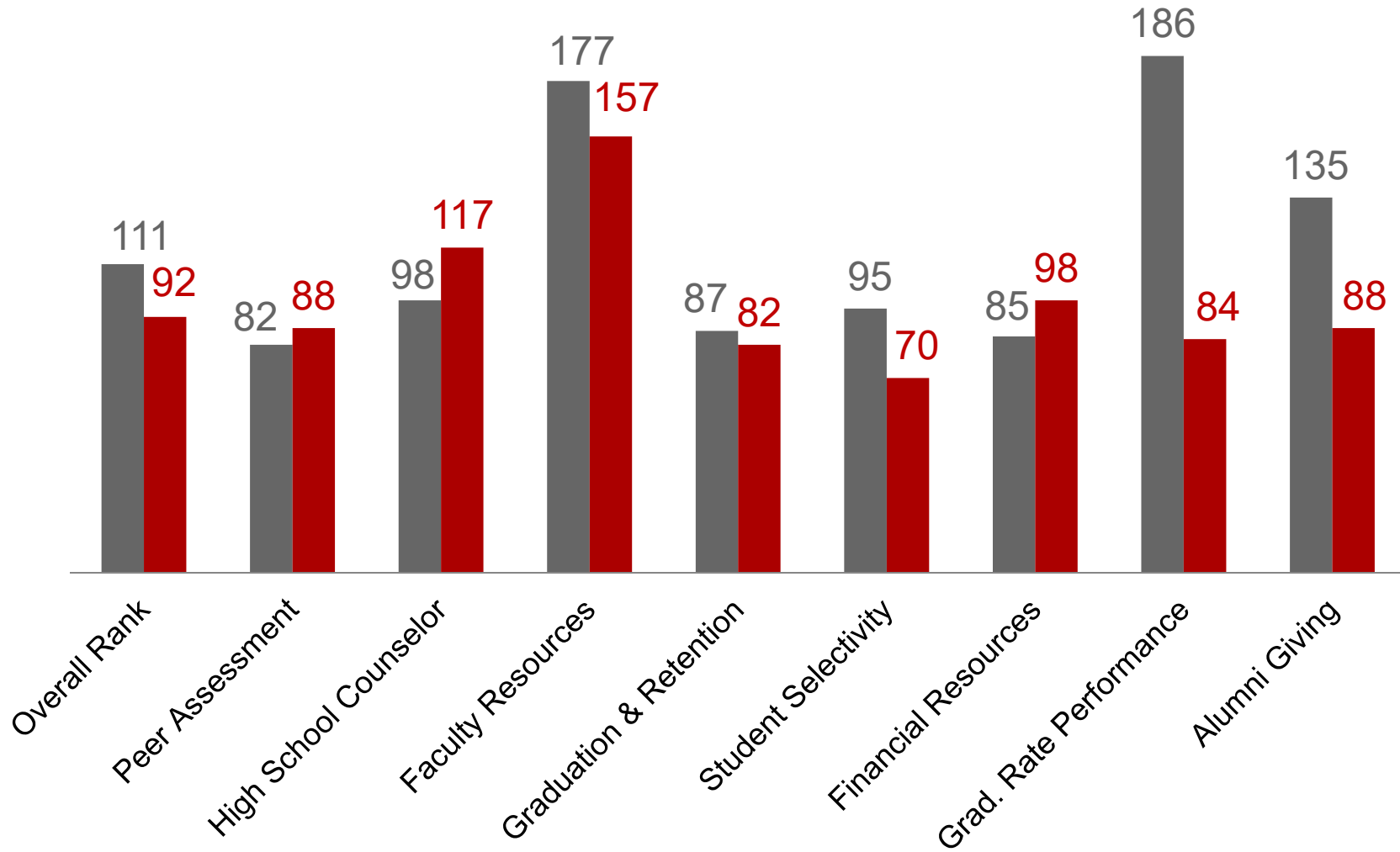
U.S. News Overall Rank 2011 to 2017 Editions



1. Baseline rank is from 2011 edition which was released Fall 2010.

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U.S. News Ranking Criteria 2011 Edition vs. 2017 Edition



An aerial photograph of the NC State University campus. The central focus is the tall, white, Gothic-style Bell Tower. Surrounding it are various brick buildings, some with domes, and a dense canopy of green trees. A road with a yellow curb is visible on the left side. The overall scene is bright and clear, suggesting a sunny day.

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