NC STATE UNIVERSITY
The Pathway to the Future:
NC State's 2011-2020 Strategic Plan
Report Card
Fall 2019

NC STATE UNIVERSITY

TIMELINE

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)

Spring 2018

Reported on results of 2nd 3-year implementation plan

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

Fall 2019

Began the planning process for next Strategic Plan

NC STATE UNIVERSITY

Goal 1: Success of Our Students

Key Accomplishments since Fall 2018

- Central resources: Student Services Center, Academic Success Center
- Academic advising via Student Success GPS
- Enrollment planning and implementation
- Growth of alternative pathway programs: Spring Connection, Community College Collaboration (C3), Transfer Services
- Internship and scholar programs: Rural Works!, Provost's Professional Experience Program, Golden Leaf Scholars
- Graduate student support and initiatives: Fellowships, Accelerate to Industry
- Student honors and awards

NC STATE UNIVERSITY

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

How We Measure Success

Metric	Baseline (Fall 2010)	Goal (Fall 2020)	Fall 2018	Fall 2019	Trend
Enrollment Profile *Undergraduate Students (headcount)*	25,246	25,713	25,199	25,973	
Enrollment Profile *Graduate Students (headcount)*	9,130	11,287	10,280	10,331	
Admissions Profile *Mean SAT*[1]	1186	1275	1319	1337	
Admissions Profile *Top 10% of Class*	42%	55%	48%	50%	
Student Diversity *% Female*	45%	~ 50%	47%	48%	
Student Diversity *% Under Represented Minority*	17%	Increase	21%	22%	

1. *New SAT format in 2017*

NC STATE UNIVERSITY

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

How We Measure Success

Metric	Baseline (Fall 2011)	Goal (Fall 2020)	Fall 2018	Fall 2019	Trend
Undergrad 1st Year Retention[1]	89%	94%	94%	94%	
Undergrad 6-Year Grad. Rate[2]	73%	80%	81%	82%	
Undergrad 4-Year Grad. Rate[2]	42%		59%	64%	
Grad Student Completion Rate[2] *Masters (4 Years)*	83%	88%	85%	84%	
Grad Student Completion Rate[2] *Doctoral (6 Years)*	55%	60%	61%	57%	

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*

NC STATE UNIVERSITY

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

How We Measure Success

Metric	Baseline (AY 10-11)	Goal (AY 19-20)	AY 17-18	AY 18-19	Trend
Associates Degrees	126	140	154	143	
Bachelors Degrees	5,175	5,800	5,786	5,954	
Masters Degrees	2,080	2,500	2,662	2,762	
Doctoral Degrees	395	540	533	571	
DVM Degrees	77	100	100	99	

NC STATE UNIVERSITY

Goal 2: Scholarship and Research
Goal 3: Interdisciplinary Scholarship

Key Accomplishments since Fall 2018

- Chancellor's Faculty Excellence Program
- University Faculty Scholars
- Internal grants: Chancellor's Innovation Fund, PSI Game-Changing Research Incentive Program
- Enterprise Research Administration (eRA) project
- External grant examples: AIM-Bio, U-TEAM training grant, Aerial Experimentation Research Platform for Advanced Wireless, Wolfpack WORKS
- Named professorships
- Faculty honors and awards

NC STATE UNIVERSITY

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

How We Measure Success

Metric	Baseline (Fall 2010)	Goal (Fall 2020)	Fall 2018	Fall 2019	Trend
Faculty Profile *Tenured/Tenure-track (FTE)*	1,343	1,700	1,384	1,388	
Faculty Profile *Non Tenure-track (FTE)*	562	530-580	620	632	

Metric	Baseline (CY 2010)	Goal (CY 2020)	CY 2017	CY 2018	Trend
Post-doc Scholars[1] *(Headcount)*	231	400	485	517	

1. *Metric represents post-docs reported to NSF .*

NC STATE UNIVERSITY

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

How We Measure Success

Metric	Baseline (FY 10-11)	Goal (FY 19-20)	FY 16-17	FY 17-18[2]	Trend
Research Expenditures:[1]					
Total ($1,000s)	$378,154	$575,000	$500,445	$509,841	
Federal ($1,000s)	$155,293	$250,000	$218,274	$219,258	
Non-Federal ($1,000s)	$222,861	$325,000	$282,171	$290,583	
Research Expenditures[1] per T/TT Faculty:					
Total ($1,000s)	$282	$338	$360	$369	
Federal ($1,000s)	$116	$147	$157	$159	
Non-Federal ($1,000s)	$166	$191	$203	$210	

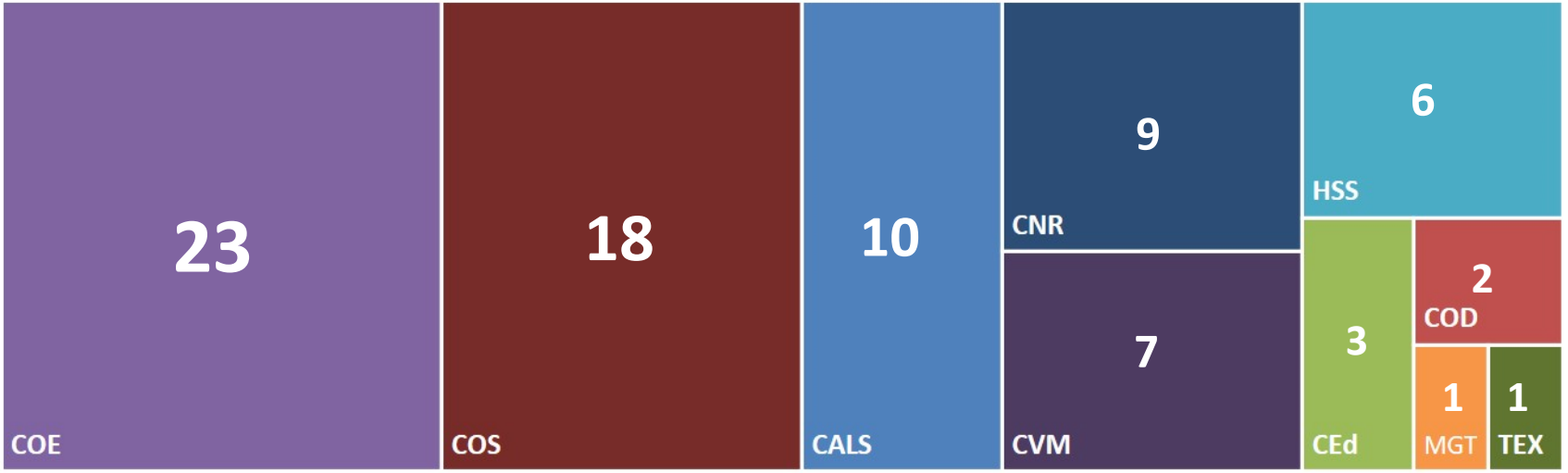
1. *Data per NSF Survey of Research and Development Expenditures at Universities and Colleges/Higher Education Research and Development (HERD) Survey.*
2. *2017-18 data is latest available.*

NC STATE UNIVERSITY

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

How We Measure Success:
Chancellor's Faculty Excellence Program

80 Hires to Date



By College

By Rank (at time of hire)

NC STATE UNIVERSITY

Goal 4: Organizational Excellence

Key Accomplishments since Fall 2018

- Leadership changes and updates: VC for Finance and Administration; VC and General Counsel; VC and Dean for DASA, Deans (Sciences, Management, Graduate School, CNR); Senior Vice Provosts and other Vice Provosts
- Chief Compliance, Enterprise Risk Management, and Ethics Officer
- Data initiatives: Institutional Data Profiles, admissions status reporting, Academic Analytics
- Diversity and Inclusion initiatives: Cultural Competency
- Building projects: Carmichael Addition and Renovation, Fitts-Woolard Hall, Plant Sciences Research Complex, Academic Success Center
- Significant gifts and namings
- Policy, Regulation and Rule updates
- SACSCOC 5th year report

NC STATE UNIVERSITY

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

How We Measure Success

Metric	Baseline (FY 10-11)	Goal (FY 19-20)	FY 17-18	FY 18-19	Trend
Annual Giving (Total Receipts)	$95M	$200M	$165M	$158M	
Total Gifts and New Commitments	$107M		$215M	$220M	
Annual Donors	20,918	30,000	28,851	35,890	
Endowment	$618M	$1,206M	$1,294M	$1,401M	
Think and Do The Extraordinary		Goal $1.6B	At launch $1.0B	Current[1] $1.618B	

1. *As of November 8, 2019.*

NC STATE UNIVERSITY

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

How We Measure Success

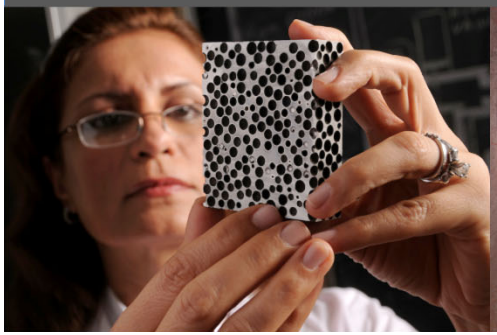
Metric	Baseline (Fall 2010)	Goal (Fall 2020)	Fall 2018	Fall 2019	Trend
% Female Faculty (Headcount)					
Tenured/Tenure-track	25%	Increase	33%	34%	
Non Tenure-track	47%	~ 50%	49%	50%	
% URM Faculty (Headcount)					
Tenured/Tenure-track	16%	Increase	22%	22%	
Non Tenure-track	10%	Increase	15%	15%	

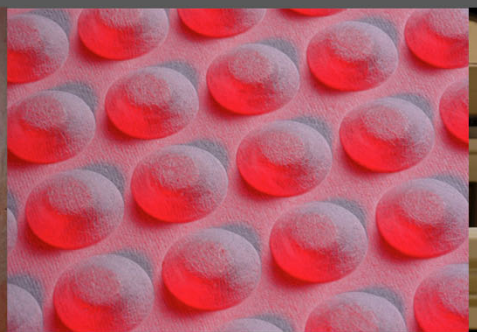
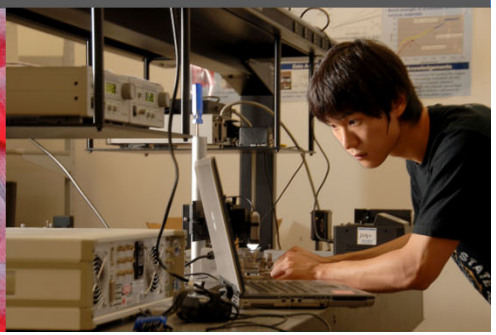
NC STATE UNIVERSITY

Goal 5: Local and Global Engagement

Key Accomplishments since Fall 2018

- NC State Entrepreneurship
- NC State European Center in Prague
- New Asia strategy
- Ongoing development of international partnerships
- Educational partnerships, including Community College Collaboration (C3)
- Rural strategy
- Outreach and Engagement initiatives
- IBM Quantum Computing Hub
- New Belgium Brewing partnership



NC STATE UNIVERSITY

How We Measure Success

Metric	Baseline (AY 10-11)	Goal (AY 19-20)	AY 17-18	AY 18-19	Trend
Study Abroad: *All categories (students)*	1,102	1,600	1,665[1]	1,769[1]	↗
Co-op Activity:					
Co-op Work Rotations	884	1,300	1,493	1,512	↗
Students	692	1,000	1,134	1,194	↗

1. *Includes traditional study abroad and research abroad*

NC STATE UNIVERSITY

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

How We Measure Success

Metric	Baseline (FY 10-11)	Goal (FY 19-20)	FY 17-18	FY 18-19	Trend
Innovation and Entrepreneurship Activity:					
Total Commercialization Agreements	90	Increase	141	155	
Start-up Companies	6	Increase	20	21	

NC STATE UNIVERSITY

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

How We Measure Success

Metric	Baseline (2011[1] Edition)	Goal	2019 Edition	2020 Edition
U.S. News Ranking ***(National Universities)***				
Overall	111	Top 80	80	84
Public	52	Top 25	32	34

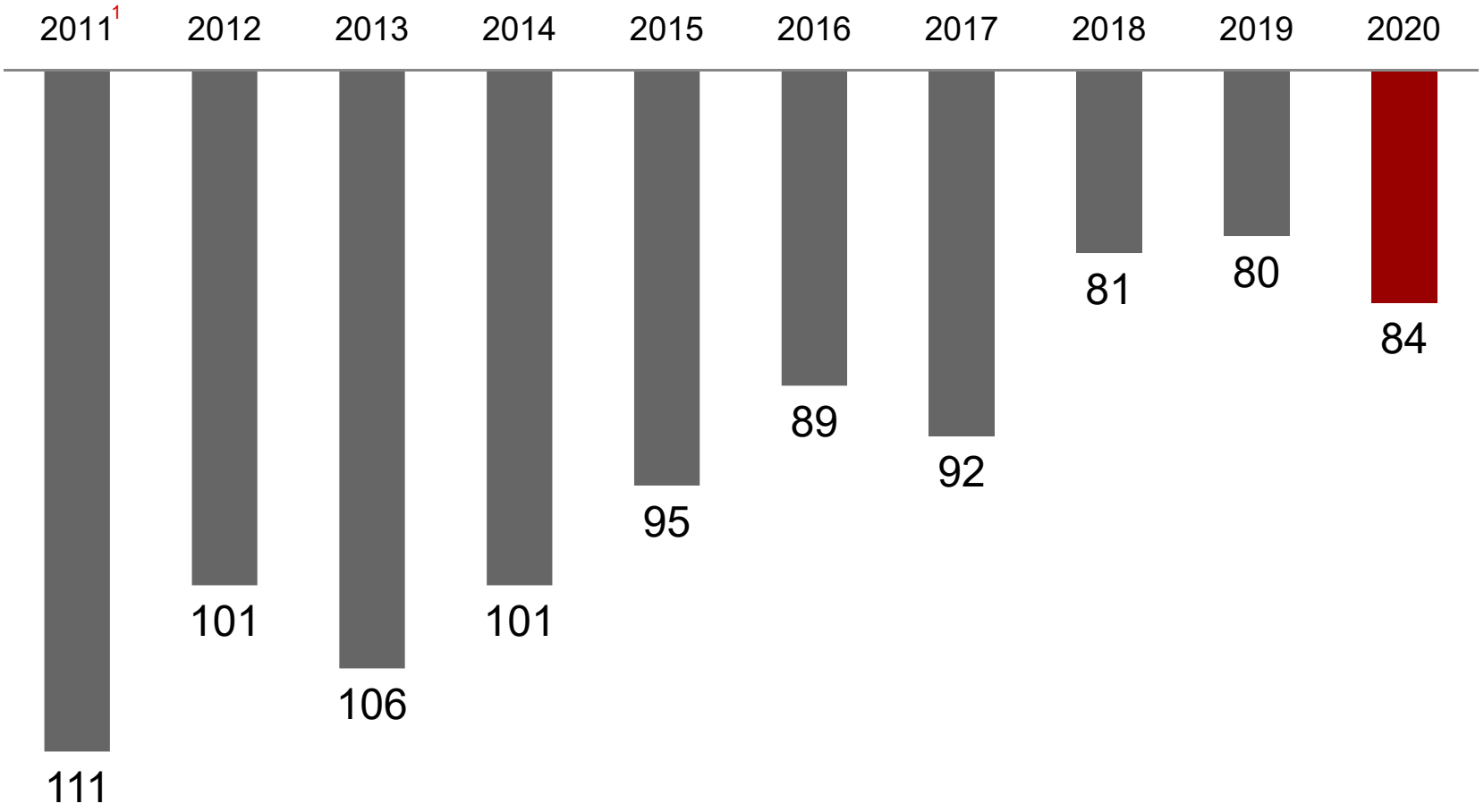
1. *Baseline rank is from 2011 edition which was released Fall 2010.*

NC STATE UNIVERSITY

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

U.S. News Overall Rank

2011 to 2020 Editions



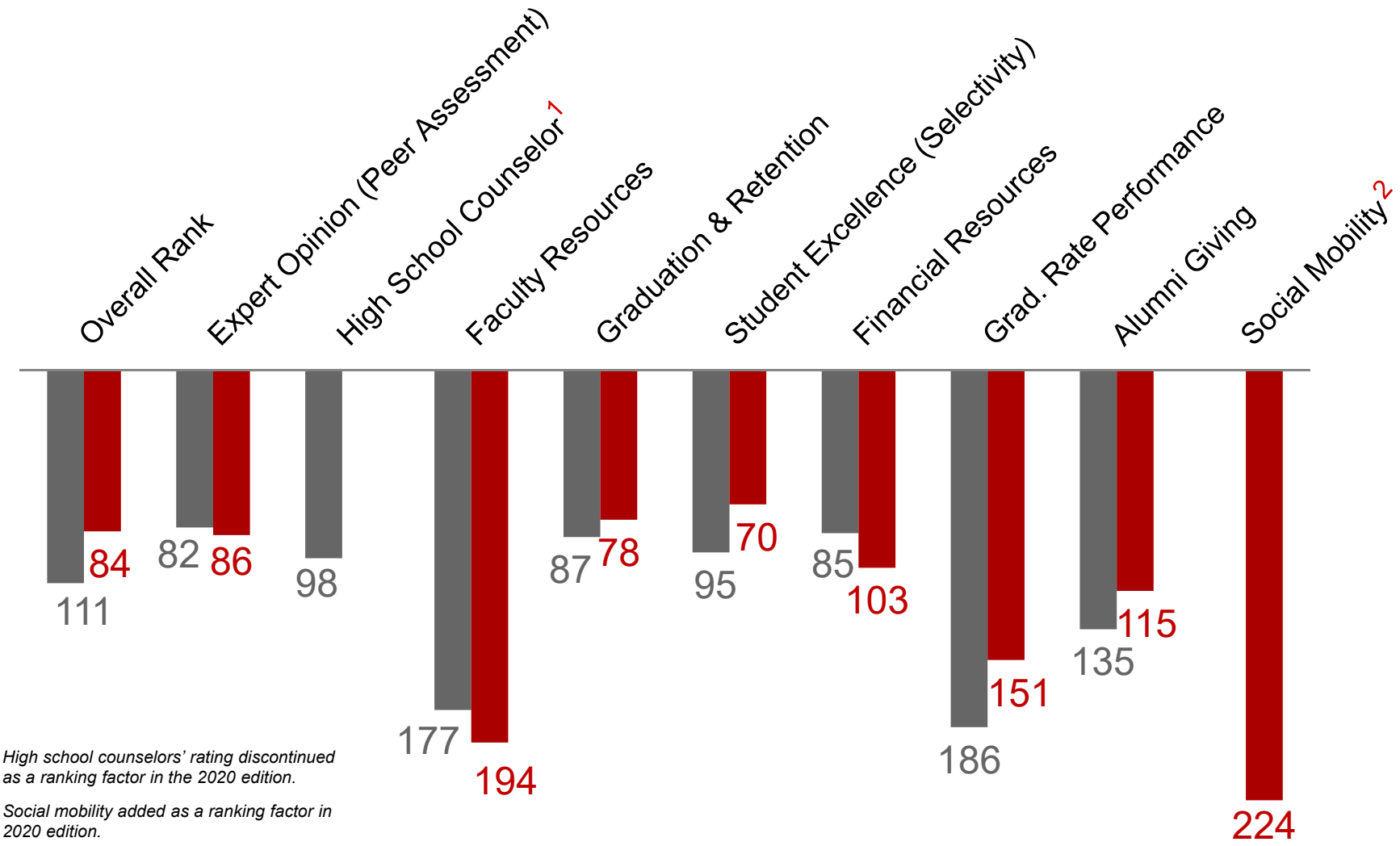
1. *Baseline rank is from 2011 edition which was released Fall 2010.*

NC STATE UNIVERSITY

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

U.S. News Ranking Criteria

2011 Edition vs. 2020 Edition



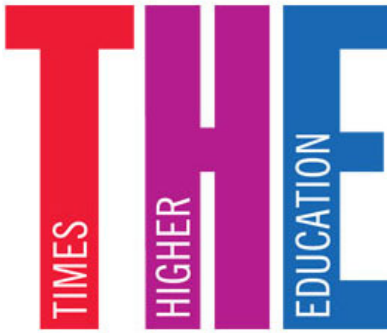
1. *High school counselors' rating discontinued as a ranking factor in the 2020 edition.*
2. *Social mobility added as a ranking factor in 2020 edition.*

NC STATE UNIVERSITY

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

Global Rankings

Previous Edition vs. Current Edition



Shanghai Ranking

DOMINANT INDICATORS:

- Reputation
- Faculty Productivity (Bibliometrics)

2019 251-300
2020 301-350

- Reputation
- Faculty Productivity (Bibliometrics)

2019 279
2020 285

- Faculty Productivity (Bibliometrics and Awards)

2018 151-200
2019 201-300

NC STATE UNIVERSITY

TIMELINE

2019-20

Campus-wide process to create new plan, similar to process used in 2010

Strategic Planning Executive Steering Committee

9 Task Forces to be announced soon

- Web presence for each task force
- Online forms for submitting ideas

Fall 2020

Review and adopt new plan

2020-21

Create first implementation plan

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