

NC STATE UNIVERSITY

Office of the Executive Vice Chancellor and Provost

FIVE-YEAR STUDENT SUCCESS REPORT 2011–2016



welcome to
Orientation!
#NCState20 #NCStateTransfers

In “The Pathway to the Future: NC State’s 2011-2020 Strategic Plan,” NC State set a bold agenda and built the framework to fulfill it. Our plan drives the university’s mission and establishes a foundation for success.

The first goal of our strategic plan is clear: Enhance student success. While balancing access with quality, NC State must ensure that students make timely progress toward a degree. Along the way, the university must provide educational opportunities that inspire them to lead, serve, challenge, take responsibility, build problem-solving skills and engage with complex problems.

The university has made significant strides in student success-related activities and initiatives in the first five years of NC State’s strategic plan. In addition, NC State’s colleges, departments and other units are making substantial improvements in supporting student success. I have partnered with the Office of the Executive Vice Chancellor and Provost to provide oversight of all student success efforts.

Overall, our aim is to expand and enhance services to students throughout the complete student life cycle — from recruitment to graduation. To that end, we have developed innovative new support programs and added capacity to successful existing efforts. Throughout this report, we review the progress made toward the plan’s first goal and illustrate how this progress positively affects all students.

Sincerely,



Randy Woodson
Chancellor



OFFICE OF THE EXECUTIVE VICE CHANCELLOR AND PROVOST

As the academic heart of NC State, the Office of the Executive Vice Chancellor and Provost remains a key component in supporting students' success throughout their time at the university. From newly admitted students to doctoral candidates, each student receives support from an academic program, department or related unit that reports to the Provost's Office.

Provost Warwick Arden has been NC State's chief academic officer since 2009 and led the formation of the university's strategic plan. The Provost's Office proudly partners with university leadership to ensure that through the realization of this plan, NC State students receive a cutting-edge education that prepares them to help create economic, societal and intellectual prosperity for all.





KEY COMPONENTS OF STUDENT SUCCESS

NC State focuses on the development and enrichment of the whole student — academically, socially, mentally and physically. Strong academics, student engagement, health and wellness services, and other support mechanisms ensure that the university is producing graduates who are ready to make a real-world impact in their communities and around the globe. Award-winning faculty support students through excellent teaching, providing enriching research opportunities, and encouraging community service and engagement. We provide all our students, whether undergraduate or graduate, with unparalleled opportunities for a well-rounded experiential education, making them some of the most sought-after graduates in the country among potential employers.

The following units play a key role in the success of all students at NC State.

- 1. Our colleges** — NC State's 10 colleges collectively offer more than 300 undergraduate and graduate degree programs through 65 departments. These colleges are: the College of Agriculture and Life Sciences, the College of Design, the College of Education, the College of Engineering, the College of Humanities and Social Sciences, the College of Natural Resources, the Poole College of Management, the College of Sciences, the College of Textiles and the College of Veterinary Medicine.
- 2. Division of Academic and Student Affairs** — Led by Vice Chancellor and Dean Mike Mullen, DASA works across NC State to prepare students to succeed academically, professionally and personally; to embrace a commitment to lifelong learning; and to become informed, engaged and productive citizens.
- 3. Division of Enrollment Management and Services** — Led by Senior Vice Provost Louis Hunt, EMAS provides critical services to students, parents and visitors to NC State from recruitment, enrollment and retention through graduation and beyond.
- 4. Office for Institutional Equity and Diversity** — Led by Vice Provost Linda McCabe Smith, OIED is committed to fostering an inclusive, accessible and diverse intellectual and cultural campus experience.
- 5. Office of International Affairs** — Led by Vice Provost Bailian Li, OIA is NC State's gateway to the world, overseeing global research, education and partnership efforts that tackle the grand challenges of an interconnected society.

6. Graduate School — Led by Dean Maureen Grasso, the Graduate School equips master's and doctoral students to effectively confront global problems alongside world-leading researchers and powerful partners.

7. The NCSU Libraries — Led by Vice Provost and Director of Libraries Susan Nutter, the NCSU Libraries provides resources for teaching, learning and research for the campus community and NC State partners.

8. Distance Education and Learning Technology Applications — Led by Senior Vice Provost for Academic Outreach and Entrepreneurship Tom Miller, DELTA fosters the integration and support of learning technologies in NC State's academic programs, both on campus and at a distance.

2025 Enrollment Plan

In alignment with the strategic plan, a 2025 enrollment plan outlines primary strategies for fulfilling NC State's mission to serve the people of North Carolina and its special role within the University of North Carolina system as a research-extensive university. This long-range enrollment plan calls for changes in the composition of the student body, including expanding the proportion of graduate students — particularly at the doctoral level in the STEM areas and in professional master's degrees in high-impact areas needed for the workforce of tomorrow.

Among undergraduates, we will encourage the enrollment of well-qualified external transfers while continuing to provide access to NC State programs that are unique in the UNC system. We plan to increase the size of the first-time, full-time freshman class by 8 percent and to increase the number of transfer students by 52 percent from 2015 to 2025. This will change the proportion of arriving undergraduate students from 21 percent transfer students to 27 percent transfer students. During this period of growth, it is important that we maintain our focus on student success initiatives for first-time freshmen and that we develop initiatives for an increasing number of transfer students.



STUDENT SUCCESS TRENDS

With the adoption of NC State's strategic plan, the university developed a suite of high-level metrics to assess the effectiveness of the plan's implementation. These metrics included trend data predating the creation of the strategic plan, documenting the baseline year for the plan and setting goals for 2020. The use of trend data supports the achievement of positive, measurable student success outcomes and provides a benchmark for future activities and initiatives. These data are provided to put the strategic plan, its goals and this update in context.





Decreased Time to Degree

In the past five years, time to degree for first-time, full-time students has decreased, as measured by number of enrolled semesters required to graduate. NC State's student success initiatives result in students graduating faster with reduced student debt.



Increased Number of Degrees Conferred

NC State's student success initiatives result in more students receiving degrees, even with smaller incoming class sizes. In the past five years, the number of bachelor's, master's and doctoral degrees conferred increased 10 percent, 21 percent and 31 percent, respectively.



Increased Student Retention Rates

Student success programs play an integral role in guiding students through the college years and keeping them engaged in university life. Over the past five years, first-year retention rates increased by four percentage points, and second-year retention rates increased by six percentage points. Our increased focus on student success results in more students continuing through to graduation.



Increased Graduation Rates

Over the past five years, NC State's four-year graduation rate increased 12 percentage points. Our students success programs help students move through the university faster, putting them into the workforce at quicker rates.



Increased Admissions Applications

Students and parents are recognizing NC State's student success initiatives as a differentiator, resulting in increased applications. Over the past five years, first-year applications for admission increased 32 percent. North Carolina community college transfer applications increased 25 percent over the same time.

For more detail, please see figures on the last pages 30-33.

UNDERGRADUATE STUDENT SUCCESS INITIATIVES

Undergraduate student success initiatives from all academic departments, various programs and Provost's Office supporting units span the student life cycle. The progress made on each initiative reflects the strong commitment of the office and the entire NC State community to ensure that all students at the university receive a high-quality education and well-rounded overall experience, from the time they apply until graduation. We have developed innovative new support programs and added capacity to successful existing efforts.

Undergraduate Recruitment

College Advising Corps

NC State's College Advising Corps serves 14,000-plus high school students in counties designated as low income. The high schools served by the program saw an average 5 percent increase in college enrollment from 2015 to 2016.

Coalition for Access, Affordability and Success

In 2015, NC State joined the Coalition for Access, Affordability and Success, a free platform of online tools to streamline the experience of planning for and applying to college.

Experience NC State

Experience NC State is an optional visitation day designed exclusively for admitted students to encourage them to enroll. Admitted students learn about student life, interact with faculty and staff, and tour campus facilities. Survey results from the 2016 event suggest that 80 percent of students who attended the event were more likely to attend NC State afterward.

Pre-college Programs

NC State offers pre-college programs in a variety of academic disciplines to help students prepare for college while experiencing life at NC State. Pre-college programs give students the

opportunity to develop academic skills, conduct research, investigate careers and more. Disciplines include cultural education, design, engineering, leadership, math, science, technology and writing. Programs are available both during the summer and throughout the school year.

TRIO Programs

The TRIO programs provide equal access to high-quality education by facilitating retention and promotion from middle schools through post-baccalaureate completion. In addition to helping NC State students, TRIO serves students in 10 middle and high schools in Franklin, Johnston, Vance and Wake counties. Talent Search serves 800-plus middle and high school students identified as low income, first generation and/or demonstrating a need in rural communities. Upward Bound serves 180-plus high school students identified as low income and/or first generation in rural communities. On average, 65 percent of Upward Bound graduates complete a bachelor's degree within six years, which rivals most universities' retention and graduation rates.

Native Education Forum

The Native Education Forum is a six-day residential summer program where American Indian students live on campus so they can experience campus

life, gain exposure to a college classroom, interact with American Indian members of the campus community and obtain assistance with the college application process, all while earning one university-level credit hour.

Emerging Scholars Academy

The Emerging Scholars Academy is a six-day academic enrichment program for underrepresented high school students. The program allows students to attend university classes, participate in college test prep courses, learn about the college application process and experience university life.

Transfer Students

NC State offers programs for students to transfer to the university from North Carolina community colleges and other universities. The university offers drop-in advising for prospective transfers and sends counselors out to local community colleges to provide transfer advising. NC State has also modified its transfer admission practices and course articulation processes to better serve transfer populations. Academic Advising Services hired a new transfer advising coordinator in December 2016 to assist internal and external transfer students with their transitions to and within NC State.

Transfer Student Pipeline

STEAM

The Student Transfer Enrollment Advising and Mentoring (STEAM) program in the College of Agriculture and Life Sciences helps make higher education more accessible to rural students interested in pursuing an agriculturally related major. STEAM students complete their first year at a community college and then transfer into NC State.

CONNECT

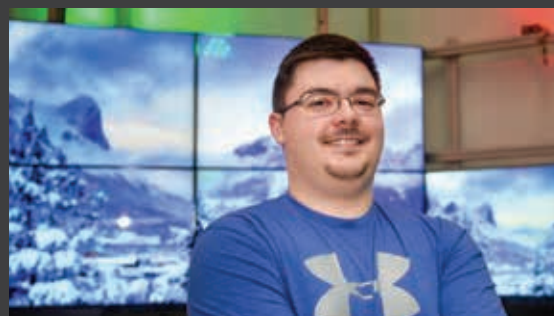
The CONNECT program in the College of Natural Resources gives transfer students the opportunity to enroll at NC State during summer school in preparation for an undergraduate degree in a natural resources field. CONNECT students may transfer from any regionally accredited college or university.



The NCSU Libraries

“Being an IT Student Expert with the NCSU Libraries, I have received countless hours of mentoring to hone and further improve my IT skill set and management experience. Through this mentoring, I have developed several personal and professional relationships that most IT students do not have. The experiences I have received have already begun to prove themselves outside the workplace before graduating.”

– Keith Pruitt, senior, engineering



Student Transition/First-Year Students

New Student Programs

Orientation

New Student Orientation, a program required for all first-year and transfer students, helps students prepare for transition into college life and the challenges and opportunities that lie ahead — intellectually, emotionally, academically and socially. In post-orientation assessments asking new first-year and transfer students whether they felt better prepared to start their first semester at NC State, affirmative responses increased by nearly 10 percent between 2012 and 2016. Participation in Parents' Orientation has increased by 34 percent in the past four years.

Summer Start

Summer Start is a unique opportunity for first-year and transfer students (including international students) to get a head start on the NC State undergraduate experience. Through this residential summer program, students enroll in classes toward a degree, get to know the campus and faculty members, and meet other incoming and upper-level students, all before the first fall semester. More than 1,100 students have participated in the Summer Start program in the past five years, with a 98 percent increase in the number of students participating from 2012 to 2016.

Wolfpack Welcome Week

Wolfpack Welcome Week, held during the first week of the fall and spring semesters, creates a foundation for a successful semester by helping students learn about their new home, make new friends, build their own community at NC State and explore all the exciting ways to get engaged in and outside of class. The number of programs offered during Wolfpack Welcome Week has doubled since 2012.

Common Reading Program

The Common Reading Program creates a common educational and interactive experience for incoming undergraduates, introducing them to NC State institutional and academic values and expectations by selecting a book that all incoming students are

either required or encouraged to read, depending on their college. The program inspires students to use what they've learned from the reading and accompanying experiences to make the world better in some way.

First-Year Students Required to Live on Campus

Beginning in fall 2017, NC State will require all first-year students to live on campus. Research shows that living on campus leads to higher levels of engagement in activities and a higher GPA.

Living and Learning Villages

Living and Learning Villages are interest-based residential communities that engage students both in and out of the classroom. In the past five years, University Housing has added five new villages and two interest living groups: Second Year Transitions and Transfer Experience (STATE) Village, EcoVillage, Engineering Village, Wellness Village, Andy and Jane Albright Entrepreneurs Village, Black Male Initiative and Native Space. Students who live in these villages have higher GPAs and are more involved on campus than the overall student body. In 2012, 25.25 percent of campus residents lived in a village; by fall 2016, that proportion had increased to 28.25 percent.

First-Year Programs

TH!NK Quality Enhancement Plan

This program is designed to cultivate students' higher-order skills in critical and creative thinking. TH!NK improves the job prospects of graduates by addressing the top 10 attributes that employers look for in new hires, based on a recent survey by the Association of American Colleges and Universities. Faculty involved with the TH!NK initiative receive extensive training in pedagogies and best practices for developing these higher-order thinking skills in students. To date, nearly 6,000 students have been directly affected by TH!NK.

First-Year Inquiry

The First-Year Inquiry (FYI) program employs "inquiry-guided" teaching methods in general

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Transfer Students

"At first, the university denied me admission, but they offered for me to join the STEAM program, which meant I could do Summer Session II courses, and then I had to go somewhere else for a year and get a 3.0 GPA to transfer into State. The STEAM program also allows us scholarship opportunities that other sophomore students wouldn't get, and ... we had a faculty advisor telling us which community college classes we could take, and that was helpful."

– Ben Alig, junior, poultry science and agribusiness management





education courses for first-year students. In this methodology, students start with a question or problem to investigate, rather than being presented with established facts or solutions to the problem. FYI students show measurable academic improvement after taking a single FYI course. Each semester FYI is able to offer classes in 11 to 15 disciplines, serve 425 to 500 students and offer innovative classes that help fulfill General Education Program credits while training new faculty in inquiry-guided learning.

Life Sciences First Year Program

The Life Sciences First Year (LSFY) program, which launched in fall 2014, is open to all incoming first-year students who express interest in earning a degree in select areas of the life sciences. LSFY gives students the opportunity to explore degree options in the life sciences and related fields while receiving additional support designed to facilitate a successful first year in college, including first-year courses, academic advising and peer support. There were 357 students enrolled in LSFY in 2014, and the program grew to 459 students by fall 2016. Students in LSFY take a common set of courses that prepare them for any of the life sciences degree programs at NC State. A similar first-year program for environmental sciences students is in development.

Exploratory Studies

Exploratory Studies, formerly the First Year College Program, provides a comprehensive experience for first-year students who want to learn about NC State's many academic programs, choose the right major and graduate on time.

Parents and Families Services

The Office of Parents and Families Services recognizes parents as natural allies with the university in our efforts to help students succeed. The office nurtures relationships with the parents and families of students to support students' achievements and help the university carry out its mission. The office also establishes cooperative relationships with academic departments and student services to support parents as a vital constituent of the university.

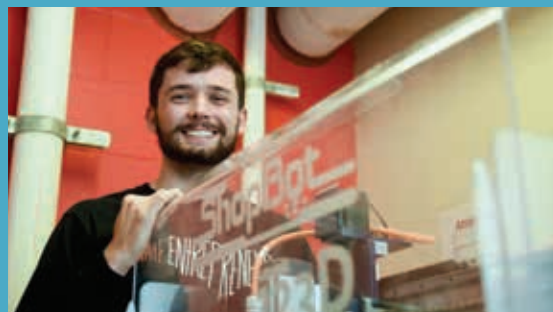
Intensive English Program

The Intensive English Program (IEP), in the Office of International Affairs, is a full-time, non-credit academic program for international students offered in fall, spring and summer. By offering intermediate, high-intermediate and advanced levels of instruction, IEP equips students with the cultural and academic skills essential for university success. Students who complete IEP have a 6 percent higher first-semester GPA than the general student population. Based in part on the success of this program, undergraduate and graduate international enrollment has increased 270 percent over the past seven years.

Living and Learning Villages

"My entire college experience has been changed by the Albright Entrepreneurs Village. The resources offered by the village are the best on campus, and I would recommend everyone to join. I am extremely thankful for all the people who have helped make the experience so great."

– Will Duke, sophomore,
computer science



Undergraduate Experience

Global Education

At Home in the World

NC State is one of eight universities selected by the American Council on Education to participate in the At Home in the World initiative, a two-year demonstration project that seeks to unite diversity and multicultural education with a school's international and globalization efforts. The initiative aims to increase the number of underrepresented minority students studying abroad by 25 percent.

Generation Study Abroad

NC State has joined Generation Study Abroad, the Institute of International Education's national initiative to double the number of American students who study abroad by the end of the decade. NC State has committed to increasing the number of students studying abroad by 50 percent by 2019. More than 1,250 NC State students studied abroad in the 2015-2016 academic year, a 24 percent increase since 2011-2012. The initiative is also focusing on increasing the diversity of the students who study abroad, ensuring program quality and removing barriers to participation. Participation in NC State study-abroad programs by underrepresented minority students has grown by 62 percent over the last five years.

Prague Institute

The NC State Prague Institute is a year-round facility that advances the educational and outreach missions of NC State University. The Prague Institute is NC State's only permanent international facility that welcomes both students and faculty. The Prague Institute will soon begin an expansion to serve even more students from NC State and other institutions.

Increased Funding for

Study-Abroad Scholarships

To encourage more students to study abroad, NC State will seek \$1 million in new endowment funds for study-abroad scholarships. Funding for study-abroad scholarships has increased 72 percent over the past five years.

PackAbroad Ambassadors Program

The PackAbroad Ambassadors program is open to any NC State student who has studied abroad. The program was created to give students a way to share their study-abroad experiences with each other and with incoming exchange students. The program also hosts events, gives presentations and does other forms of marketing to spread the word to NC State students about study-abroad opportunities.

Cultural Exchange Network

The Cultural Exchange Network fosters global learning and international friendships through social, academic and service activities on campus and throughout the local community. Since its inception, more than 3,000 students, including 1,500 domestic students, have participated in this program led by NC State's Global Training Initiative.

Global Perspective Certificate

This certificate allows students to document their academic, professional and extracurricular involvement in international activities, for use in applying for scholarships, graduate school and employment. Over the past five years, the number of students completing the Global Perspectives Certificate each year has increased from an average of 20 to nearly 30.

Multicultural Student Affairs

NC State's Multicultural Student Affairs program researches, designs and implements unique programs that promote academic success, retention and graduation, with an emphasis on students from historically underrepresented and marginalized populations. Programs and services expand students' cultural horizons while honoring their respective cultural experiences. Multicultural Student Affairs works to bring academic enhancement opportunities, cultural awareness activities and student leadership development to all students on campus.

The Multicultural Symposium, held each year since 1983, aims to help foster a sense of community for incoming NC State students and their parents

by providing them with information about campus resources, a support network and cultural information on African-American, Native American and Latino heritage. This innovative program continues to help multicultural students better prepare for the start of their collegiate careers and contributes to increases in student retention and graduation rates.

GLBT Center

Over the past five years, NC State's Gay, Lesbian, Bisexual and Transgender Center has expanded programming and services to better serve students of all sexual orientations, gender identities and gender expressions. The center strives to increase the NC State campus community's understanding of diversity by working collaboratively to raise awareness, promote respect and create a culture of equity, inclusion and social justice.

Title IX

NC State has a Title IX coordinator in the Office for Institutional Equity and Diversity, who works in partnership with three deputy Title IX coordinators to help develop, implement and monitor meaningful efforts to comply with Title IX. Many Title IX-related efforts are housed in the Women's Center, which has expanded staff and developed a Virtual Social Science Library to create greater cross-cultural understanding around gender issues and to increase opportunities for international engagement and research for students, faculty and staff.

Division of Academic and Student Affairs

In 2012, NC State combined the divisions of Undergraduate Academic Programs and Student Affairs into a single unit — the Division of Academic and Student Affairs (DASA). DASA is home to the majority of student and academic support programming on campus. Through its departments, programs, initiatives and student groups, DASA touches every student at NC State. It is the center of high-impact, innovative, inclusive, out-of-classroom opportunities that enrich the student experience.



University College

University College was created in July 2015 to provide an umbrella for all curricular and co-curricular academic programs in the Division of Academic and Student Affairs, providing increased visibility and improved student access to specialized services, minor programs and interdisciplinary degrees.

Undergraduate Research

NC State has increased its commitment to supporting undergraduate research as a high-impact educational experience. More staff have been added, and efforts have concentrated on students with limited financial means. Over the past five years, we have increased funding by \$100,000 for more than 1,100 students conducting research and/or attending conferences, allowing more students to participate in undergraduate research. In addition, in the past five years, almost 4,000 students have presented their research at the Undergraduate Research Symposium.

Center for Student Leadership, Ethics and Public Service

The Center for Student Leadership, Ethics and Public Service (CSLEPS) provides unique learning opportunities that embody the value of leadership, service, responsible citizenship and ethics. CSLEPS has expanded to offer opportunities such as Alternative Service Break (ASB), leadership development workshops and programs, and service initiatives focusing on local, national and global social-justice issues. During the past five years, CSLEPS has administered 104 ASB experiences with 1,465 participants contributing 42,595 service hours. CSLEPS strives to help students become ethical and effective leaders, activists, volunteers, philanthropists, engaged citizens, researchers and social innovators.

University Recreation

University Recreation at NC State is the largest employer of students on campus. To better serve students and increase student participation, many campus recreation facilities have been renovated over the past five years. Undergraduate

participation in University Recreation programs, services and facilities has increased by 9 percent over the past five years.

Task Force on Recruitment, Admission, Retention and Graduation of Underrepresented Minorities

Formed in fall 2016, this task force will provide guidance and recommendations to the university for ways to increase the number of underrepresented minority students who attend and graduate from NC State.

General Education Program Diversity Requirement Task Force

A group of faculty and students representing all NC State colleges was assembled in fall 2016 to assess the diversity requirement in the General Education Program. The task force's goal is to develop more comprehensive and deliberate educational programming in the areas of diversity and inclusivity, from orientation through graduation.

Student Engagement Website

NC State created a website to centralize student engagement information and promote student involvement in high-impact educational opportunities. These include first-year seminars, common intellectual experiences, learning communities, writing-intensive courses, collaborative assignments and projects, undergraduate research, diversity/global learning, service and community-based learning, internships, and capstone courses and projects. In particular, we have sought increased participation in immersive, high-impact experiences such as study abroad, service learning, global internships and other global learning activities by all students, especially those with limited financial means. Participation in NC State student organizations has doubled in the last four years.

Fraternity and Sorority Life

Fraternity and Sorority Life (FSL) has experienced an 18 percent growth in student participation over the last four years. The addition of staff members, including new associate directors,

will serve to better advise fraternity and sorority organizations and manage the Greek Court and Greek Village projects on campus. FSL has also expanded several programs to enhance leadership development. FSL members are highly involved in other campus activities; in spring 2016, a record-high 88 percent of FSL members reported involvement in activities outside of FSL.

Provost's Professional Experience Program

The Provost's Professional Experience Program (PEP) gives students the chance to work with units of NC State to participate in research and expand their professional development. PEP aligns with NC State's strategic plan, which emphasizes student success, including making timely progress toward a degree. The program debuted in the 2015-2016 academic year in response to faculty advocating for more opportunities for students to work on campus, as off-campus jobs are not an option for many students. Approximately 500 undergraduates are participating in PEP this academic year.

Educational Innovation Through Course Delivery and Learning Technologies

Large Course Redesign (LCR)

LCR projects combine learning technologies with face-to-face instruction to improve student learning outcomes in large-enrollment gateway courses for which a passing grade is required to advance within the course of study. Our assessment results show statistically significant improvement in passing rates for LCR courses, and consequently fewer course repeats. Students in LCR courses also do better in subsequent courses within the discipline. Since fall 2011, we have worked with faculty on 25 LCRs.

SCALE-UP

SCALE-UP classrooms, a classroom design and pedagogical innovation developed in the physics department at NC State, have become a national model for improving student learning outcomes, particularly in the STEM disciplines. Similar to LCR, SCALE-UP significantly increases passing rates, decreases course repeats and improves subsequent performance in the discipline. Since

fall 2011, NC State has created two new SCALE-UP classrooms and has redesigned an existing classroom for SCALE-UP. At least eight instructors have used elements of the SCALE-UP methodology across 20 different STEM courses.

Flexible Access

The Flexible Access program makes a large number of general education courses available to students online, providing flexible scheduling options for those who need these courses to graduate. Respondents to student surveys report "progress toward degree" as the No. 1 reason why they take these courses online. Since fall 2011, we have offered 3,829 course sections through the Flexible

Goodnight Scholars

"The Goodnight Scholars Program inspired me to lead and serve as I learned. With the program, there are so many people watching what you're doing, and if you work hard at what's in front of you, the opportunities will present themselves."

– Peyton Youmans, Bachelor of Science in mechanical engineering, College of Engineering, December 2016



Access program, and the number of degree-seeking students taking these courses during the academic year has increased by 43 percent since the program's inception. For the current academic year, there have been 206 Flexible Access course cap overrides to accommodate graduating seniors.

Dollars and Sense

Offered with help from the Office of Scholarships and Financial Aid (OSFA), Dollars and Sense is a financial literacy program that helps students make better financial decisions while in school and after graduation. Students can engage with the program

to ask financial questions via various social media outlets. OSFA collaborated with university partners to offer NC State's first Financial Literacy Month in April 2016. More than 20 programs were made available to NC State students, faculty and staff as part of the month-long event.

Talley Student Union

A years-long renovation and expansion of NC State's student center culminated by uniting many student organizations in a beautiful space that encourages people to exchange ideas and create a unique campus culture. Available space increased from 97,000 square feet to 191,000 square feet, with an expanded bookstore, more food-service options, new lounge and recreational areas, and more space for student organizations.

TRIO

"After I applied for the TRIO program, I got an academic coach, and I love her. I fell in love with the program and with the staff, and we have a great network where we're constantly learning from one another. To see these awesome women of color doing great things for students – from middle school all the way through college – it inspires me to keep going and to be the best that I can be."

– Ayanis Lindo, senior, zoology



Honors, Scholars and Fellows Programs

Honors Program

NC State's University Honors Program provides a transformative learning experience that empowers students to critically engage with meaningful problems in the world. More than 650 students participate in the program, which requires 12 credit hours of honors seminars that emphasize interdisciplinarity and the social, political, ethical and cultural implications of research, and a six-credit-hour self-designed research project under the mentorship of an NC State faculty member. Students also participate in a wide array of extracurricular activities in the Honors Village that catalyze concepts, issues and ideas well beyond the limits of a traditional classroom. Any student who has been accepted to NC State and meets two of the following three academic criteria will automatically be sent an invitation to apply: a 1,350 SAT (Critical Reading and Math only) or 30 ACT Composite; a 4.75 weighted GPA or a 3.8 unweighted GPA; and/or a rank in the top 5 percent of their graduating high school class.

Scholars Program

The University Scholars Program introduces a community of high-achieving students to the visual

and performing arts, encourages them to consider issues drawn from the sciences and politics, challenges them to excel academically and inspires them to explore and engage through international and outdoor education programs. Program participation provides students with: access to free cultural events through the Scholars Forum Series; registration privileges including early registration and Honors sections of select courses; travel opportunities through Outdoor Explorations and Cultural Explorations trips; priority access to study abroad programs in Oxford, England, and Florence, Italy; and engagement in the Scholars Village and Village in Action program. These opportunities help students connect to the world and become well-rounded, informed citizens. Each year, the program enrolls a class of approximately 400 students who meet two of the three following criteria: a 1,350 SAT (Critical Reading and Math only) or 30 on the ACT Composite; a 4.75 weighted GPA or a 3.8 unweighted GPA; and/or rank in the top 5 percent of their high school class.

Caldwell Fellows

Building on the legacy of Chancellor John T. Caldwell, the Caldwell Fellows program invests in students who share evidence of high intellectual engagement and critical thinking from their first-semester coursework at NC State, a spark of creativity, exceptional character and commitment to the common good, and the drive to develop their potential through the program's rigorous, experiential curriculum in servant-leadership development. To maximize the optimal community learning experience, each new class of Fellows is capped at 25 students. Now in its 49th year, the true impact of the program lies within the lives of 1,200-plus alumni seeking to embody the program's values of humility and service through their varied vocations and communities across the nation and the globe.

Goodnight Scholars

The Goodnight Scholars Program has grown into a comprehensive student development program designed to develop scholars into leaders within the STEM and/or STEM education fields. The



four-year scholarship is targeted at low- and middle-income families from North Carolina and is limited to high-achieving students studying in the STEM disciplines or affiliated education majors. Expansion has been a major theme for the program in the last few years, highlighted by a significant increase in scholarship funding, number of scholars selected for the program and types of developmental programming, including international and domestic service trips, industry and alumni networking, and leadership opportunities. The program will celebrate its sixth graduating class in May 2017 and will add to its network of alumni stretching from coast to coast in the United States and throughout the world, all of whom are using their STEM talent to address critical societal, economic and educational issues.

Provost's Professional Experience Program

“PEP helped me strengthen my leadership skills and gave me an opportunity to show others the importance of service in their lives. I want to be able to take what I have learned into my future career.”

– Jonique Lyles, Bachelor of Science in political science, College of Humanities and Social Sciences, 2016



Currently, the program has 200 active students and will expand to include transfer students beginning in fall 2017.

Park Scholarships

The Park Scholarship is a four-year scholarship awarded on the basis of outstanding accomplishments and potential in scholarship, leadership, service and character. The scholars develop their skills through four years of enrichment programming led by the Park Faculty Scholars, exceptional professors from across campus. As public servants, they engage in service activities each semester, whether by volunteering at a local agency or by identifying a societal need and planning an original project to address it. Scholars are given key resources for success, including access to an online community and a vast network of alumni who can connect them with summer and postgraduate opportunities. Prestigious speakers from corporate, government and academic spheres meet with students as a regular feature of the program. To date, 17 classes of Park Scholars have graduated and have built a vibrant alumni network. Approximately 35 scholarships will be awarded this year to outstanding incoming freshmen for undergraduate study in any discipline at NC State.

Student Support

Counseling Center

In partnership with student government, we have enhanced our staffing and service in each of the past five years through strategic student fee increases. Counseling appointments have increased 73 percent since 2012, and we increased our professional counseling staff from 18 to 30 during that period, including embedded counselors at the College of Veterinary Medicine, Athletics and Student Health Services. We have developed an accredited doctoral intern program that has added capacity, and we have increased the availability of group counseling. These enhancements have given us the ability to respond to crises rapidly, resulting in our routine wait times decreasing to less than 10 days during non-peak periods.

Bias Incident Response Team

The Bias Incident Response Team (BIRT) at NC State supports the campus community by providing a system through which a person can report incidents of bias on and around campus. BIRT responds to bias incidents and engages with affected individuals and groups in an effort to achieve greater overall awareness, support, education and restoration around bias-related issues.

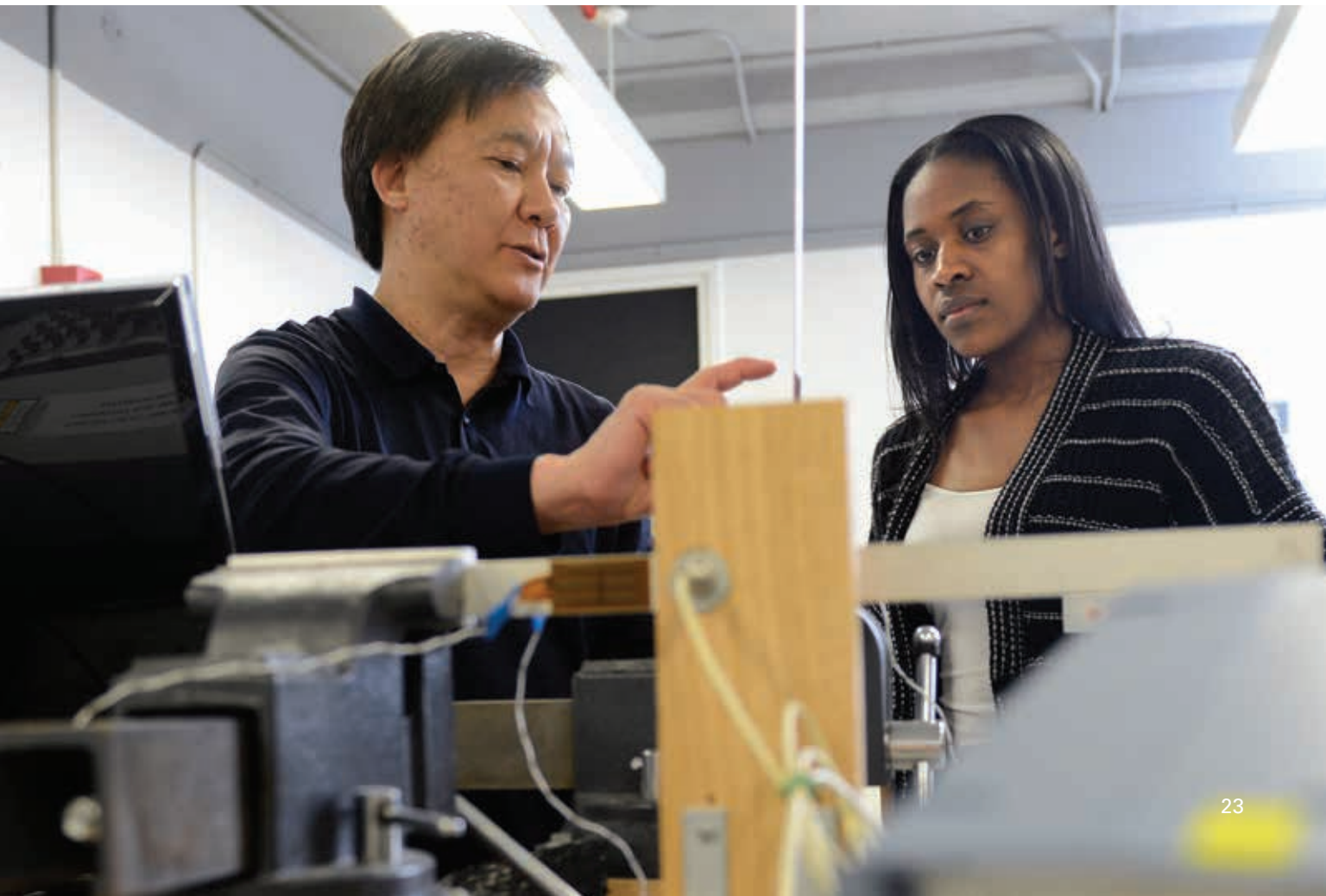
Disability Services Office

The Disability Services Office (DSO) determines eligibility for accommodations for students with disabilities and serves as a resource to help faculty understand their obligations in providing equal access. DSO works with the campus community on the disability eligibility process, accommodation

process, testing accommodations and assistive technology. Over the last five years, the number of students registered with DSO has risen from 1,058 to 1,676.

Student Health Services

The expansion in services offered by Student Health Services (SHS), coupled with short wait times and diverse options for counseling, resulted in NC State being named “One of the 26 Healthiest Colleges” in the United States by greatist.com. SHS has seen steady growth in patient appointments, with an increase of 16 percent over the past five years. In the past five years, SHS added orthopedic, gastroenterology, dermatology and dental services. SHS had more than 45,000 patient visits to see providers in fiscal year 2016.



Military and Veterans Resource Center

NC State's new Military and Veterans Resource Center aims to serve the needs of the nearly 700 veterans and more than 1,400 military dependents on campus. The center will provide a one-stop shop where students who are connected to the military can obtain information about campus resources such as academic support, housing or health care, or simply make connections with others from similar backgrounds.

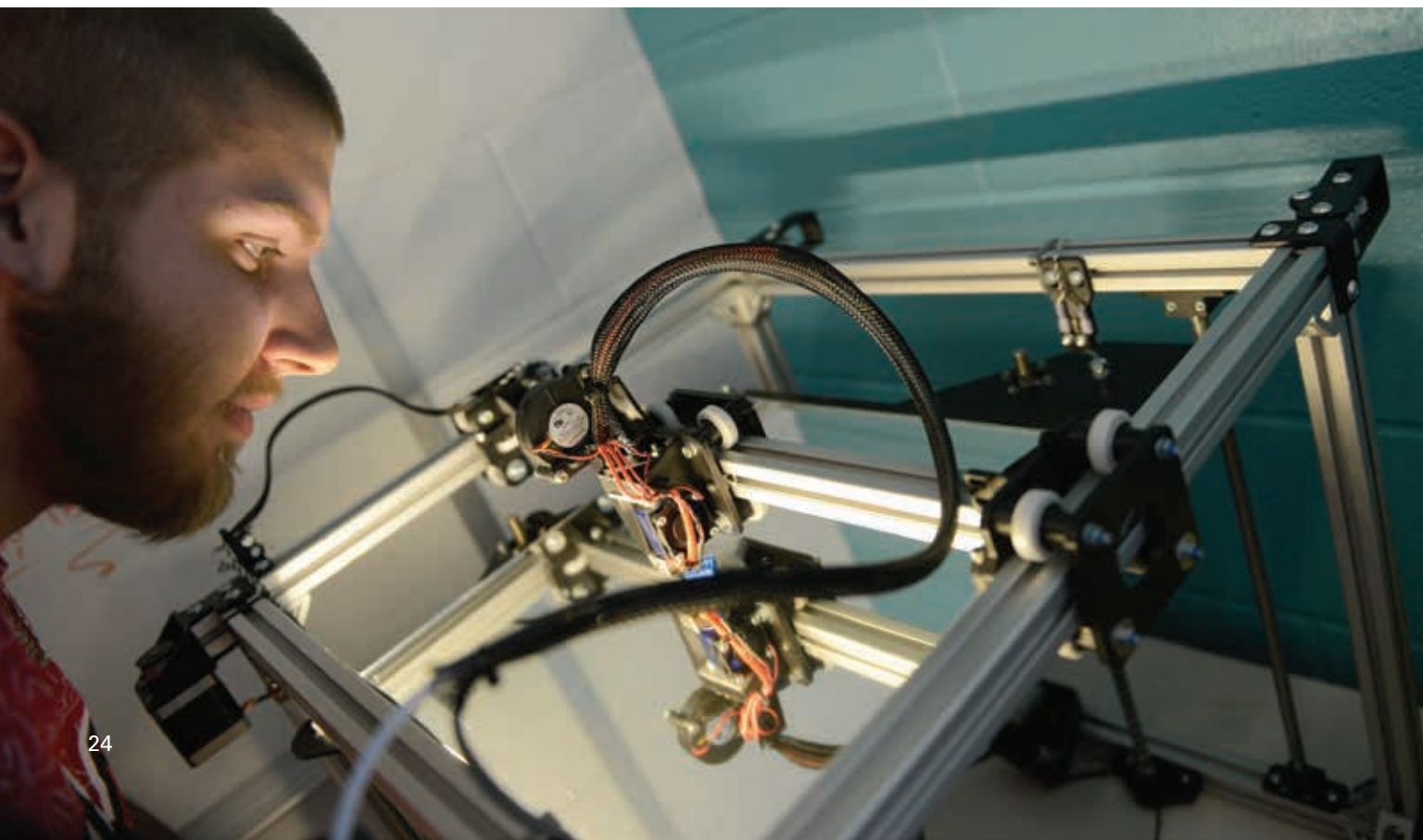
TRIO Student Support Services

Student Support Services/STEM serves 260-plus first-generation, low-income and/or disabled NC State students. These SSS and SSS-STEM students are introduced to university resources, faculty and administrators, dedicated peer tutors and committed program professionals. TRIO SSS programs provide supplemental tutoring, academic skills development and specialized services to assist students in developing necessary skills and strategies to succeed in college. The latest six-year

graduation rate for SSS and SSS-STEM students is 92 percent. Over the last five years, 96 percent of participants have remained in good academic standing, and 98 percent were retained from one academic year to the next.

Student Success GPS (Go, Plan, Succeed)

Beginning in fall 2015, NC State implemented a new advising platform — Student Success GPS (Go, Plan, Succeed) — to help monitor and improve student success. This platform incorporates advising, scheduling, calendaring, student communication tools, student data and predictive analytics with NC State's existing student information system. This platform has reduced the number of no-show appointments and has boosted efficiency in the advising check-in process, while giving users immediate access to advising reports and information. This improved information flow has been instrumental in increasing the graduation and retention rates of redeciding students, in particular.



Change of Degree Application

Introduced in 2015, the Change of Degree Application (CODA) process was designed to help students change degree programs more efficiently and to push more students toward a timely graduation. Since its inception, the CODA process has allowed more than 3,900 students to successfully change majors. The central coordination of this process has spurred a redefinition of transfer requirements to ensure that they are consistent with success in the student's intended major.

Students of Concern

Student Behavioral Case Management, also known as Students of Concern, collaborates with campus partners to provide support for students who are in crisis or who are identified as exhibiting concerning or worrisome behaviors. Effective case management ensures that the community at large remains safe while the student involved gains the necessary resources to remain successful academically and personally at NC State.

Academic Advising

Walk-in, call-in and virtual advising services provide easy access to academic advising and support in a variety of locations across campus, including Talley Student Union, libraries and college-specific advising centers. After a comprehensive review of advising practices, NC State increased the number of professional advisors to better serve students and ensure timely progress toward a degree. The university is providing continual professional development and training for advisors to better serve students.

New Tuition and Fee Model

NC State implemented a new tuition and fee model based on student classification rather than course classification, effective with the fall 2012 semester. Given that 20 percent of undergraduate students take at least one distance education course, the new model no longer requires full-time degree-seeking students on campus to pay extra tuition and fees to take an online course. Since implementation of the new model, there has been a 47 percent growth in the number of campus

degree-seeking students taking one or more online courses during the regular term. This semester, NC State opened up more than 100 additional seats in online course sections to accommodate graduating seniors.

University Tutorial Center

The University Tutorial Center provides academic assistance for many 100- and 200-level math, chemistry and physics courses, as well as writing and speaking support for undergraduate and graduate students. In the past five years, the

Study Abroad

“Thanks to organizations like the Caldwell Scholars, the Thomas Jefferson Scholars and the Black Alumni Association, I've been able to have educational experiences in India, Austria and the Czech Republic, and upcoming in the Dominican Republic. Studying abroad is an eye-opening, life-changing experience, and I strongly recommend it to every student at NC State.”

– Sabriya Dobbins, senior, animal science, social work



University Tutorial Center has diversified tutoring services by adding the Graduate Writing Center, math and chemistry drop-in tutoring, and academic support for the START program, which has resulted in a 20 percent increase in the number of students served.

Career Development Center

The Career Development Center provides resources, programs and services that facilitate career identity development, career planning and job placement for students. The center provides a more streamlined experience for students and connects co-op and internship experiences more closely to students' career goals, leading to a greater impact on post-graduation success. The Career Development Center has increased on-campus job interviews by 10 percent and employers recruiting on campus by 37 percent over the last five academic years. During the same period, the co-op program has grown nearly 30 percent, generating student income in excess of \$16,300,000.

Student Feedback Mechanisms

To give students a greater voice in campus life and to help us better integrate them into the university, NC State has implemented several organizational improvement surveys that solicit student feedback. These include a student well-being survey; a Campus Climate Survey, which asks undergraduate and graduate students to reflect on their experiences at NC State, both overall and as related to diversity and inclusion; and a sexual violence survey, which will launch fall 2017.

Fellowship Advising Office

The Fellowship Advising Office helps NC State's undergraduates, graduates and alumni learn about and apply for prestigious, nationally competitive awards. These awards fund a wide range of opportunities, and many are connected to undergraduate and graduate degree programs or internships, overseas opportunities and independent projects. In the past five years, 14 NC State students have been awarded a Goldwater Scholarship, and 21 students have been awarded a Fulbright Grant. In each of the past two years,

two students have received the prestigious Churchill Scholarship.

Student Ombuds Services

Student Ombuds Services is an independent, neutral, confidential and informal office at NC State that assists students and serves as a personal guide for conflict management, prevention and resolution. The program advocates for fair processes, working to empower the student to successfully navigate NC State to address challenges and identify resources. As students have become more aware of this program, we've seen a 46 percent increase in the number of cases from fall 2015 to fall 2016.

University Student Legal Services

University Student Legal Services helps students resolve their legal problems with as little disruption as possible to their educational endeavors. The office promotes preventive law, equipping students to make informed choices. The office has recently hired an immigration attorney to better serve international students. When we had three attorneys, we handled an average of 1,850 cases per year; now that we have added a fourth attorney, we can handle more than 3,000 cases per year.

Academic Policy Changes

In support of timely progress to degree, we have changed policies regarding the continuation of undergraduate enrollment, satisfactory academic progress, undergraduate grade exclusion and withdrawals. These policy changes were supported by in-depth data analysis and were designed to promote student behaviors that are consistent with on-time graduation.

The NCSU Libraries

The NCSU Libraries, an international model for innovation and creativity among academic library systems, expanded its services to support the university's world-renowned reputation for research and scholarship by opening the award-winning James B. Hunt Jr. Library and renovating D.H. Hill Library. Key additions include more than 100 new group study rooms and technology-equipped spaces, technology lending services that

place emerging innovations into students' hands for learning and experimentation, and makerspaces offering student access to digital fabrication resources and workshops.

International Student Support

NC State enrolls more international students than any other institution in the state of North Carolina. In fall 2016, 3,893 international students were enrolled, a figure that has risen 28 percent since fall 2011. Facilitating the success of international students and researchers from more than 117 countries helps NC State's academic and research programs become more global, diverse and relevant. Our international scholars — and the domestic students and faculty they interact with — are becoming the next generation of leaders of the state, nation and world. Academic Advising Services added an academic coordinator in December 2016 to monitor the success of our international students and to assist them in successfully graduating from NC State.

Student Environment, Tools and Services

Campus Space Study

A campus space study was conducted, reviewing buildings on campus to determine the need for renovations and expansions and to explore how to make better use of existing space to support students, faculty and staff.

Unified Campus Timetable

A new campus timetable for class meeting patterns consolidated Centennial and Main Campus class times, which makes scheduling easier for students, improves classroom utilization and facilitates innovation in pedagogy.

Student Academic Tools

Student tools available through MyPack Portal, including Enrollment Wizard, online degree audits and the Pack Planner, allow students to easily find courses that fulfill degree requirements and meet their scheduling needs. The planner helps them monitor their academic progress and choose schedules that ensure timely graduation.

Flexible-Length Summer Sessions

Students taking classes during the first and second summer sessions have the option of choosing from 10- or five-week courses. A new three-week session was created to provide additional flexibility in course scheduling. Many students use this option to complete courses before engaging in a study-abroad experience.

Academic Success Center

NC State has planned a center to provide comprehensive academic support services to students — including tutoring, academic coaching, drop-in academic advising and career counseling — which will be located at D.H. Hill Library.

Military and Veterans Resource Center

“In recent years, NC State has taken great strides toward providing a campus community that is inclusive and welcoming for our military population. This center is another crucial step toward ensuring that we are equipped to meet the needs of our servicemen and women.”

— Nicholas Drake, director of military and veteran services



GRADUATE STUDENT PROGRAMS

Graduate students at NC State drive the university's research enterprise and advance their academic and professional careers in nearly 160 master's programs and 60 doctoral programs. Graduate students have access to many of the same services as undergraduate students, as well as select programs targeted toward graduate students.

University Graduate Fellowships

University Graduate Fellowships are one-year awards that provide competitive recruiting supplements for outstanding new doctoral students. Each doctoral program receives three \$4,000 fellowships to be used in recruiting. Since these fellowships were first offered in 2010-11, they have helped recruit nearly 800 graduate students to study at NC State.

New Graduate Student Orientation

In August, the Graduate School holds orientation for approximately 1,500 new graduate students. There is also an online component to orientation, and in 2016 the Graduate School implemented a mobile orientation app through NC State's Guidebook app. Both the app and the online orientation help to cover material that was once presented in person at orientation. New Graduate Student Orientation for spring 2017 is offered completely online.

Graduate School Professional Development Programs

The Graduate School offers professional development programs and workshops to help students develop a wide range of skills, including those related to academic pursuits, communication, teaching, leadership, professionalism and career development. Current programs include:

Thesis and Dissertation Support Services

These programs, which include the twice-yearly Dissertation Institute, help both master's and Ph.D. students develop the communication skills necessary to successfully complete their degree programs.

Three-Minute Thesis

In this annual competition, Ph.D. candidates explain their research in just three minutes with one slide, while learning to hone their science communication skills. Our 2015 NC State winner took second place in the Southeast Regional 3MT competition.

Support for Triangle ConSciCon

For the past two years, the Graduate School has been a sponsor of the Triangle ConSciCon, a science communication workshop for graduate students. Through the two-day workshop series, graduate students learn a variety of science communication skills from presenters representing the Triangle area and beyond.

Teaching Assistant Workshop

The Teaching Assistant Workshop introduces new TAs to various aspects of teaching, such as communicating with students, using Moodle as an instructor, understanding student services on campus and survival skills for new teachers. In its first semester, the workshop drew more than 100 participants.

Research Symposia

The Graduate Student Research Symposium attracts more than 200 students, who present posters on their research and compete for honors within their disciplines. The Postdoc Research Symposium includes a day of speakers from academia and industry, along with a poster session. Last year, more than 120 postdocs participated in this event.

Graduate Student Crosstalks

Graduate Student Crosstalks promote diversity in graduate education and give graduate students the opportunity to network with other graduate students from diverse backgrounds and disciplines. At the Crosstalks, students can discuss topics related to graduate education or any other topic of interest to them. In its first year, this new initiative has successfully created a community of graduate students — on average about 20 per session — from underrepresented groups.

Dissertation Completion Grant

The Graduate School funds 16 students per year to work with a writing coach individually and in small workshop groups. Students also meet regularly as a mutual support group. Based on accountability and support, the program has been very successful in graduating students who were at risk of non-completion. More than 94 percent of students participating in the program's first nine cohorts have graduated. By comparison, only about 62 percent of all doctoral students graduate within 10 years.

The Initiative for Maximizing Student Diversity Program

Funded by the National Institutes of Health, the Initiative for Maximizing Student Diversity (IMSD) program prepares students from underrepresented groups for research careers in the biomedical and behavioral sciences. This program provides mentoring, professional development, research experience and financial support for undergraduate and graduate students pursuing degrees in these areas. Since 2008, IMSD has funded 84 undergraduate students; 64 percent of these have completed degrees in biomedical or behavioral sciences, and 56.5 percent have entered Ph.D.,

master of science or professional degree programs. The program has also funded 31 graduate students pursuing doctoral degrees.

The Southern Regional Education Board Doctoral Scholars Program

This program expands NC State's efforts to fully tap the nation's graduate talent pool by creating a better pathway to the Ph.D. for students from underrepresented groups in science, technology, engineering and mathematics. Through this program, NC State offers fellowships and professional development opportunities to doctoral students who ultimately will help to diversify the professoriate.

Graduate School

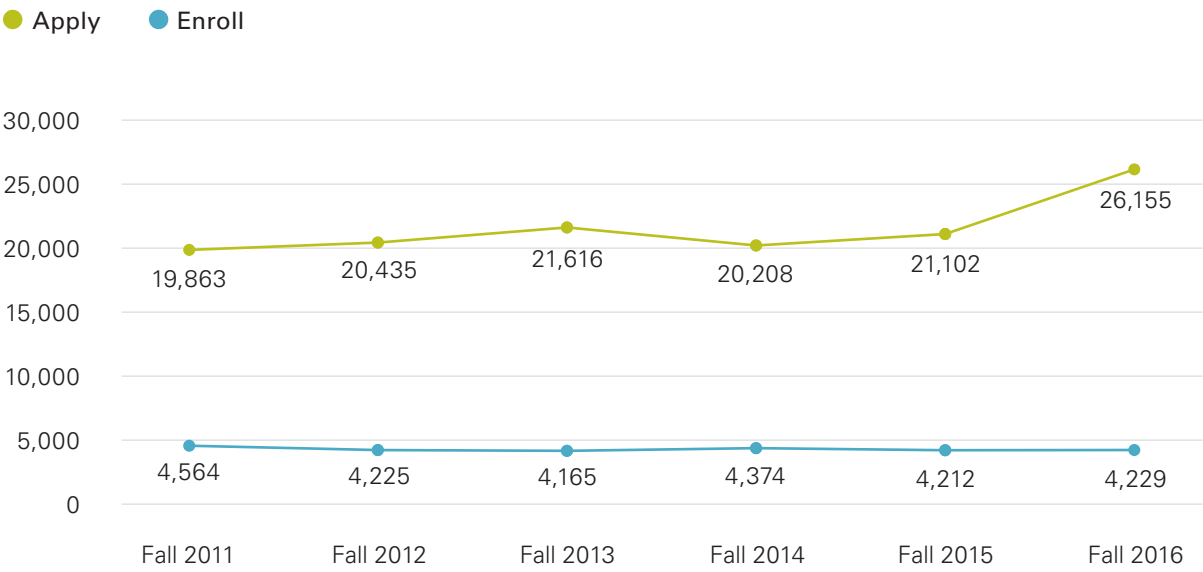
“The Dissertation Institute has been incredibly helpful in framing and structuring my thesis. I've definitely learned how to be more efficient and productive in my writing and presentation. Having gone through the Dissertation Institute, I feel more confident and prepared to defend my dissertation and move on to future pursuits.”

– Ozlem Demir, Ph.D. in design,
College of Design

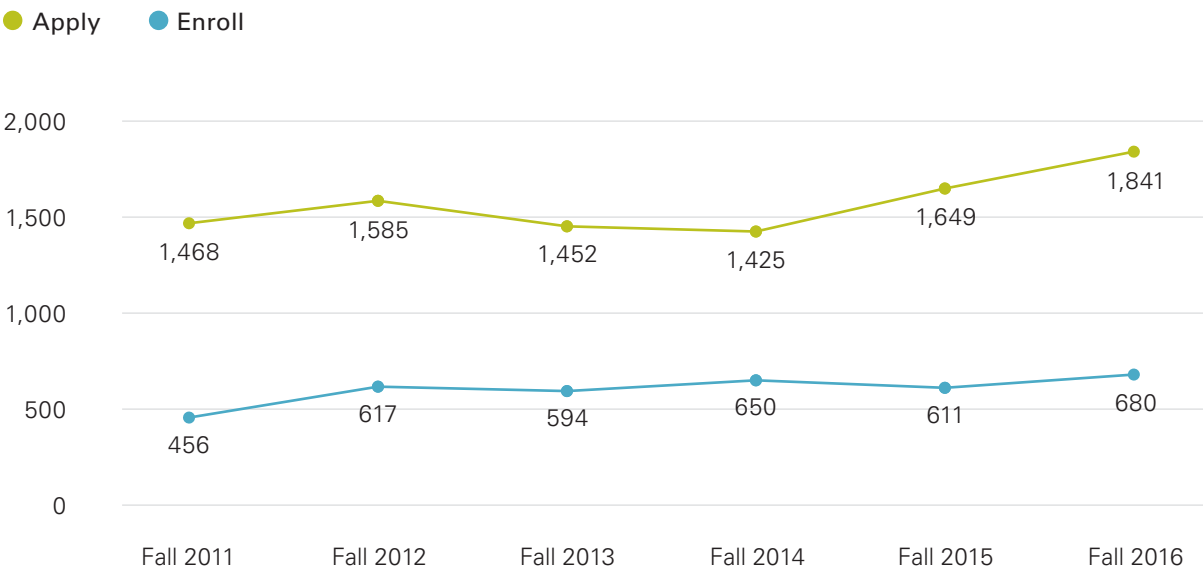


FACTS AND FIGURES

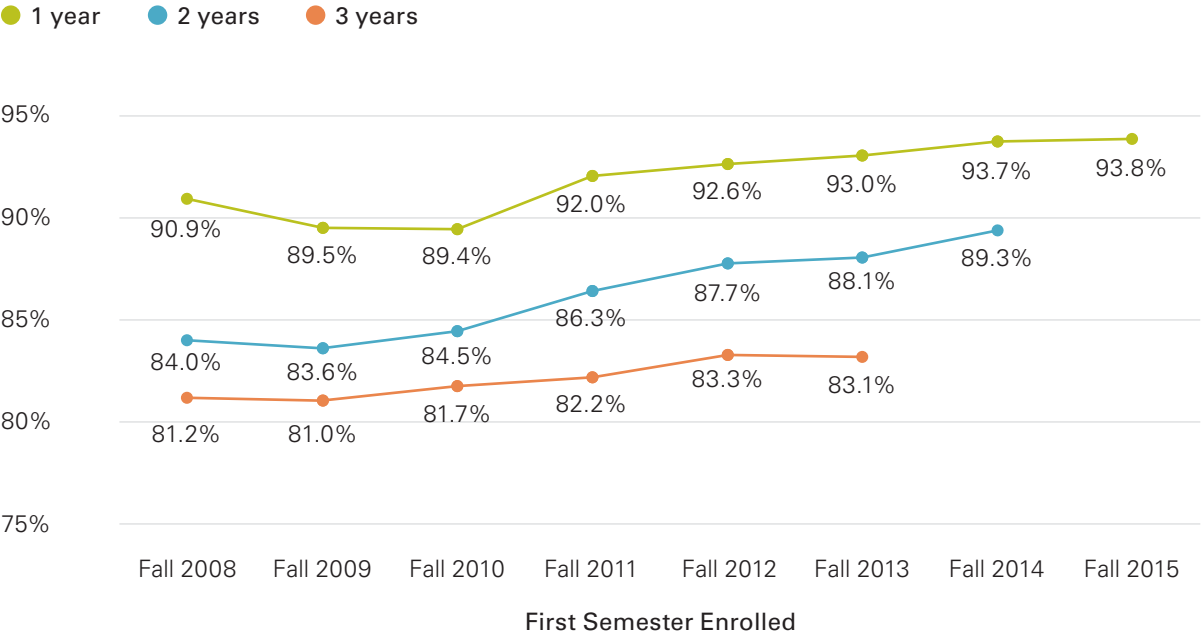
Freshman Application Growth



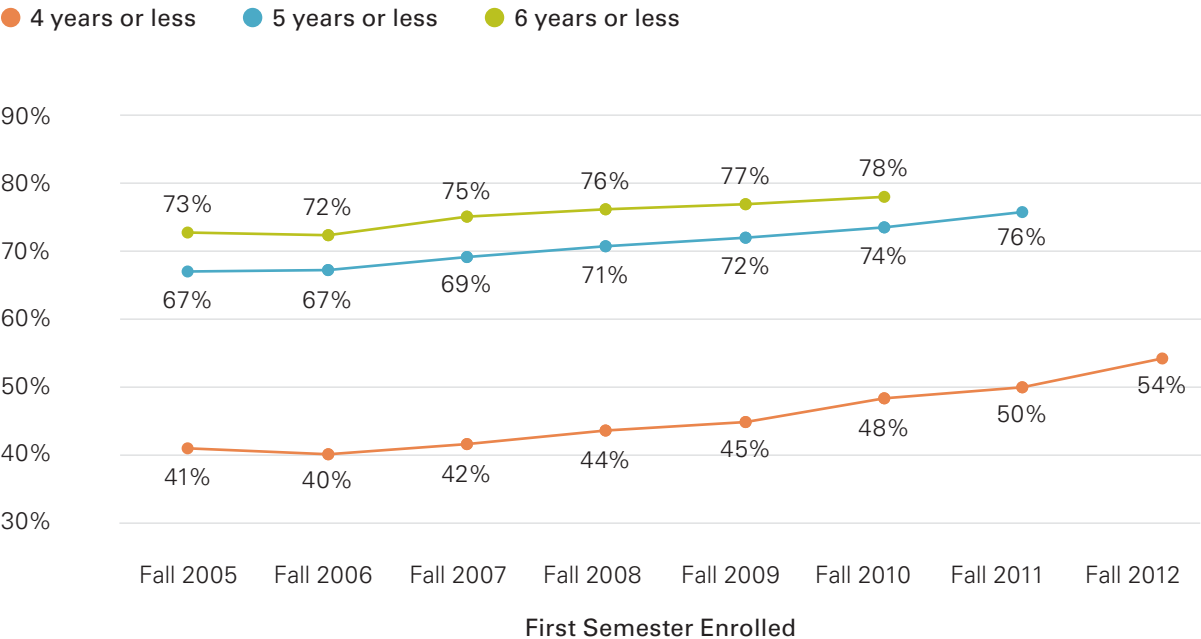
North Carolina Community College Transfer Application Growth



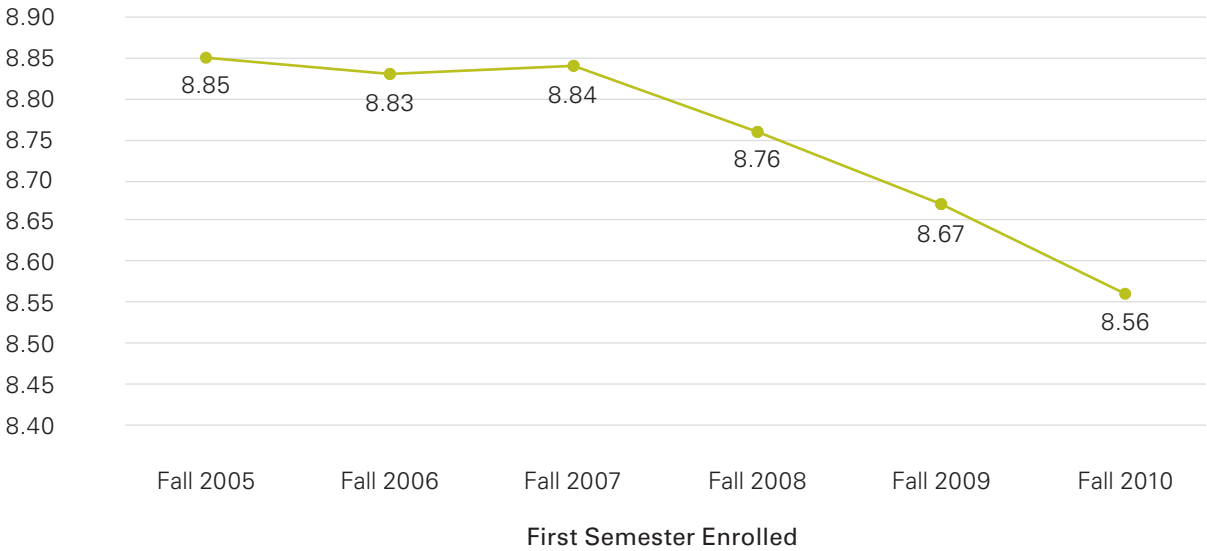
Freshman Retention Rates



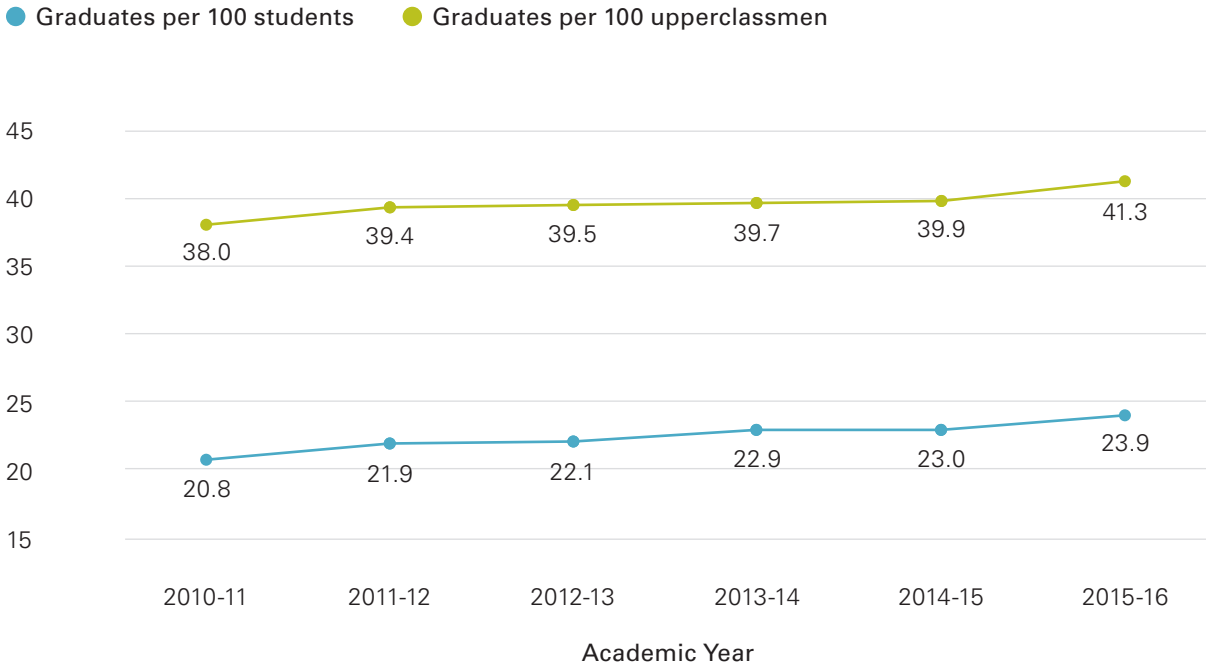
Freshman Graduation Rates



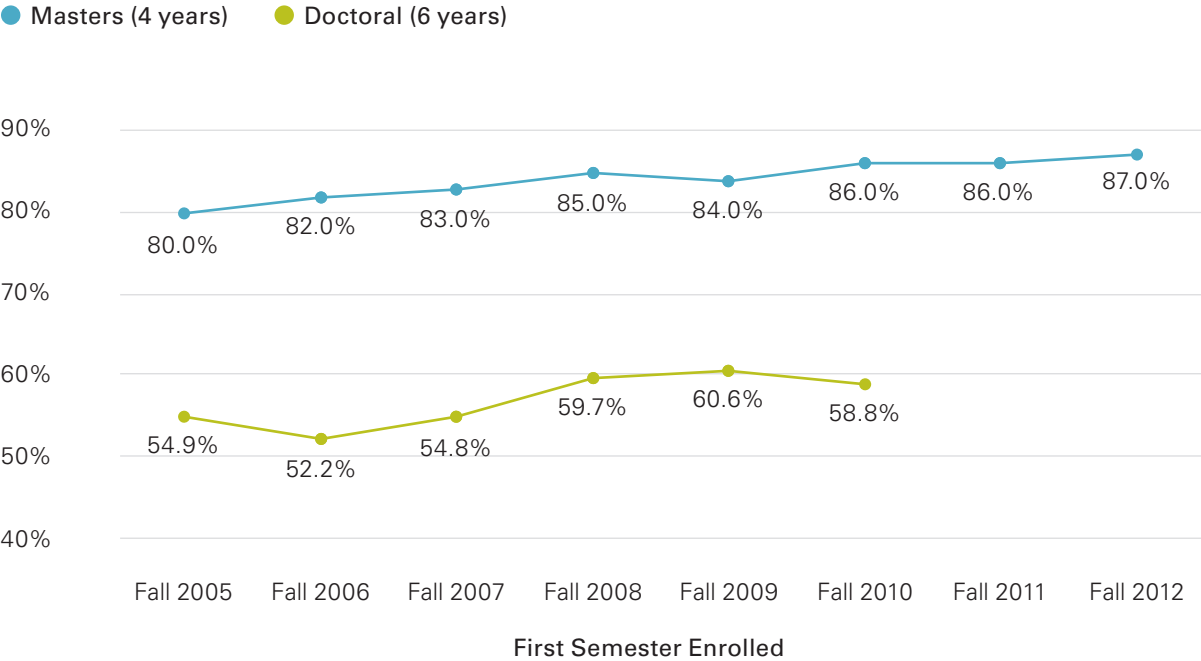
Number of Undergraduate Enrolled Semesters to Graduate



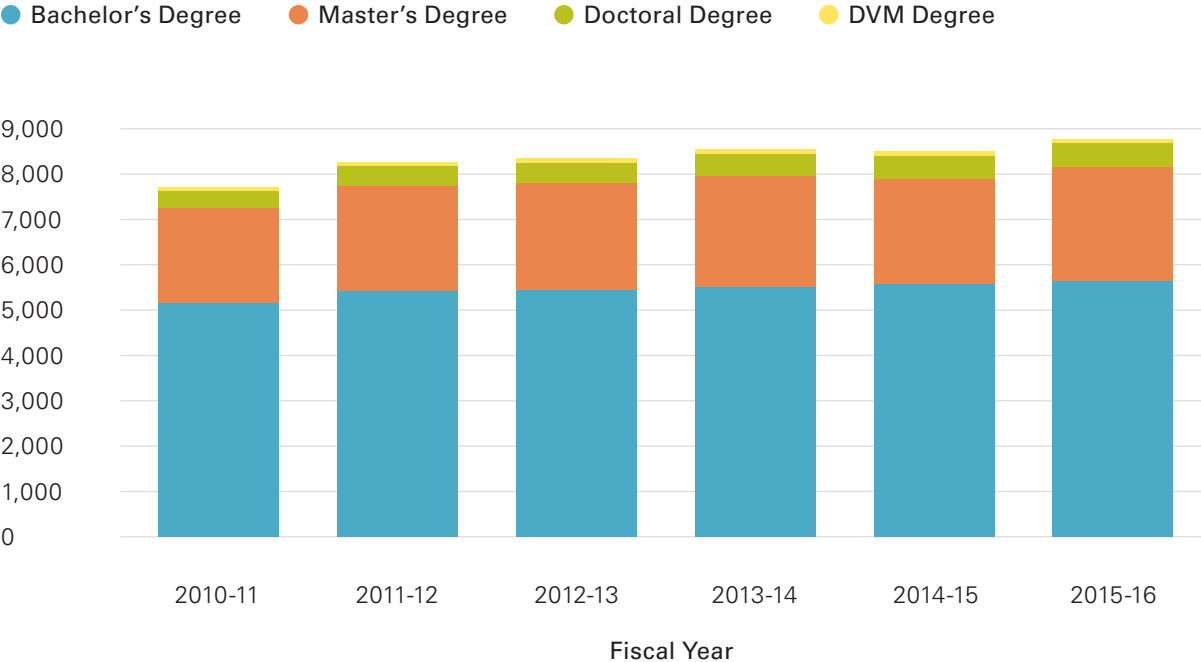
Graduates per 100 Undergraduate Students Enrolled



Graduate Student Completion Rates



Degrees Awarded by Level and Year







NC STATE

NC State University promotes equal opportunity and prohibits discrimination and harassment based upon one's age, color, disability, gender identity, genetic information, national origin, race, religion, sex (including pregnancy), sexual orientation and veteran status.