

## 2009-2010 Office of the Provost Annual Report

Dr. Warwick Arden was appointed interim provost and executive vice chancellor on May 23, 2009 and the comprehensive and expansive scope which has long characterized the Office of the Provost is manifest in Dr. Arden's administration. His approach to the job is far from perfunctory as he has devoted time, attention, guidance, expertise and leadership to countless functions under the Office of the Provost umbrella. His appointment calendar reflects a leader who has been engaged in a broad array of meetings, initiatives, events, conference calls, activities, discussions and decisions that support North Carolina State University's mission. Also, he has diligently served as president of the Association of American Veterinary Medical Colleges which placed him in a national leadership role.

The kickoff to the 2009-2010 academic year saw continued concerns about budget deficits across the state and nation in both government institutions as well as private corporations. NC State administrators were not immune from having to make tough strategic budget decisions. Working together with the Vice Chancellor for Finance and Business, Dr. Arden assembled a Budget Reduction Team that facilitated a systematic approach to budget reductions across the University. Together, they convened meetings with every college dean and with various unit heads to engage in mutual discussion and strategic decision-making. Representatives from support programs including Information Technology, Facilities, Summer School, Pack Promise & Financial Aid, the Veterinary Teaching Hospital, the NC Agricultural Research Service, and the NC Cooperative Extension Service were also on the meeting roster. Dr. Arden chaired the University Budget Advisory Committee and co-chaired the Tuition Review Advisory Committee which participated in budget discussions and provided valuable insight, suggestions and recommendations. To keep the campus community informed, Dr. Arden, along with Interim Chancellor Woodward and Vice Chancellor Leffler, met in other assemblies such as the Faculty Senate, Staff Senate, General Faculty Meeting, and the Open Budget Forum to communicate accurate and timely information about the budget. By early October 2009 the Budget Reduction Team had concluded its roster of meetings and budgets designed to protect the University's core mission were established and in effect across campus.

As the chief academic officer for a large doctoral/research-extensive land-grant university, the provost participates in a wide range of meetings and briefings throughout the year. As an example, Dr. Arden's 2009-2010 schedule included meetings regarding new and/or revised academic policies; new academic programs; groundbreaking for the James B. Hunt

Library; The Dalai Lama's potential visit to North Carolina; Teaching Fellows site review; Hillsborough Street Renovation Project; the Center for Marine Sciences & Technology; improvement of campus culture through diversity education; and several accreditation team visits. Dr. Arden is also committed to maintaining his visibility and accessibility to the campus community. During 2009-2010, he accepted invitations to attend various departmental faculty/staff meetings, convocations, retreats, workshops, orientations and commemorations during which he was an active participant delivering welcomes and greetings or providing input and updates.

University-wide, 2009-2010 was a year of transition and Dr. Arden worked with Interim Chancellor Jim Woodward and other members of the executive team to keep the University in a forward-thinking, forward-moving mode. Together with the rest of the campus community, Dr. Arden welcomed Chancellor Randy Woodson to NC State in April 2010. After an extensive search, Dr. M. Jayne Fleener was named dean of the College of Education, effective July 1, 2010. Dr. Arden's own administrative staff underwent also underwent numerous transition as he (and colleagues) bid farewell to a key staff member who retired, and hired an executive assistant, an assistant for internal communications, and a university program specialist. The university launched a national search for a new provost in May 2010 with the appointment of a search committee.

The Office of the Provost conducted comprehensive 5-year reviews for three academic deans (Colleges of Textiles, Design and Physical and Mathematical Sciences). Dr. Arden also intensified efforts to study the feasibility of establishing a NC State off-campus site in Songdo, South Korea (including a delegation trip to South Korea), which resulted in a decision in June 2010 to postpone further planning for the Songdo site. Dr. Arden most recently became actively engaged in the planning process to allow SKEMA, a French business school, to open a U.S. campus on NC State's Centennial Campus.

**Institute for Advanced Analytics:** The Administrative Board of the Graduate School approved the Master of Science in Analytics (MSA) curriculum in April 2010 which marks the end of the three-year experimental phase of the program and is a major milestone for the Institute. The Institute graduated its third cohort of 39 students in May 2010. For the third consecutive year over 90 percent of the graduates had offers of employment in the profession at commencement.

Compared to last year, the Institute arranged twice the number of job interviews (347) and logged a record number of

employer visits (38). Average base salaries increased \$10,000 to reach a record high of \$83,500 in employer sectors such as banking, consulting, energy, insurance, retail, software, telecom and transportation. Now an official part of the university's course inventory, the MSA degree becomes the first of its kind in the nation and sets a high standard for graduate education in the field. In fact, a large delegation of officials from universities across Mainland China visited the Institute to learn about our pioneering degrees as the Ministry of Education in China recently approved the establishment of a degree similar to the MSA. The delegation heard a presentation by Institute Director Dr. Michael Rappa, heard a panel discussion with NC State faculty and deans, and participated in a discussion with MSA students and alumni. Beyond his work at the Institute, Dr. Rappa co-chaired the 19th International World Wide Web Conference at the Raleigh Convention Center. The conference brought together 1,000 of the world's leading researchers to discuss the challenges facing the Web. It took three years to plan and organize and was deemed a resounding success on all fronts.

**Distance Education and Learning Technology Applications (DELTA):** Distance Education (DE) activity increased by 34% in 2009-2010 with 79,376 student credit hours delivered; more than 1800 courses and sections offered; and with 33 new courses and 30 new faculty added to the Flexible Access program. More than 13,000 individual students took DE courses. Exams were administered through DELTA's testing services facility on Centennial Campus as well as remotely administered. Remote site proctoring occurred throughout the United States and internationally in South Korea, Philippines, Saudi Arabia, Canada, Sweden, Germany, Denmark, France, Pakistan, Japan, Tanzania, Suriname, El Salvador, and China. Three new DE certificates were launched, and four new DE master's programs completed the approval process scheduled to begin admitting students in Fall 2010. DELTA worked collaboratively with the Graduate School, Alumni Association, and University Communications to implement co-marketing student recruitment strategies and continued to support the development of quality distance education courses by awarding 15 IDEA Grants to faculty in eight academic colleges. Through the Large Course Redesign compact plan initiative, DELTA continued to provide monetary and staff resources for redesigning selected high needs, traditional on-campus courses in four colleges. Some of DELTA's regularly scheduled workshops and seminars were made available online via Mediasite which garnered more than 3,000 views. DELTA has helped spearhead continued campus-wide adoption of Mediasite for rich media webcasting thus helping NC State be recognized as a finalist in two categories and winning the Prolific Use Award at the 2010 Rich Media Impact Awards.

**Entrepreneurship Initiative (EI):** Several major milestones in the Entrepreneurship Initiative strategic plan were met this year. First, a Fall 2010 grand opening is being planned for the “Phase I Garage” which is based in a 2,000 square foot suite in Research Building IV on Centennial Campus. Led by Director Tom Miller, a team has been working together to develop a plan for an entrepreneurship-themed living/learning village with a vision of it becoming the centerpiece of the student housing planned for Centennial Campus. Second, a new entrepreneurship course open to all undergraduates (EI 331) was approved by the University Courses & Curricula Committee and offered for the first time Spring 2010. Third, the Council on Undergraduate Education approved EI 201 and EI 331 as General Education courses in the Interdisciplinary Perspectives category. Fourth, a plan was developed with the College of Management to jointly offer an undergraduate certificate in entrepreneurship.

**Office of Diversity and Inclusion (ODI) including the African American Cultural Center (AACC):** The ADVANCE Developing Diverse Departments (3-D) project (funded by the National Science Foundation, NC State college deans, and the provost’s office) conducted its first Climate Workshop Series for Department Heads, its first Leadership Development Workshop Series for women and faculty of color, and its first year of seminars for ADVANCE Scholars on developing as change agents. ODI hosted its first annual Golf Tournament to raise awareness about diversity at NC State. And, this year, in addition to the annual African American Status Report, a Hispanic Status Report and a Native American Status Report were produced for the first time. During the year, ODI partnered with the Graduate School and the United Negro College Fund to bring 19 undergraduates from historically black colleges to campus to showcase opportunities for graduate study at NC State. The 2010 Building Future Faculty Program registered 22 talented, diverse graduate students and post-docs in a NC State four-day workshop “Preparing for Faculty Careers.” In March 2010, ODI hired a part-time temporary middle school visitation coordinator who helped fill a need resulting from the elimination of the Office of Pre-College Programs. By the end of July 2010, the visitation coordinator will have provided campus tours and school visits to 480 elementary and middle school students. ODI strongly recommends reinstating the position of pre-college programs coordinator. In 2009-2010, the African American Cultural Center (AACC) focused on the theme “Health Disparities and Awareness in the African American Community.” The theme of the AACC’s 2009-2010 Saturday Program for Academic and Cultural Education (SPACE) was “Practicing Healthy Lifestyles and Behaviors.” SPACE offered coursework and workshops for African American middle school students and convened sessions at both the NC

Gateway Technology Center in Rocky Mount and on NC State's campus. The AACC hosted several renowned speakers, artists authors including Attorney Lani Guinier.

**Division of Enrollment Management and Services (EMAS):** EMAS is dedicated to the recruitment, retention, and graduation of NC State students. Enrollments of under-represented, out-of-state, and international undergraduates continue to grow. All enrollment targets have been met. EMAS continues to champion issues related to maintaining affordable access to higher education and saw its first cohort of Pack Promise Scholars graduate this year. The Office of Scholarships and Financial Aid has worked with Jim and Ann Goodnight to implement their visions for the Goodnight Scholarship program; it transitioned seamlessly to the Federal Direct Loan and Year Round Pell Grant programs.

Following successful implementation of a new student information system in 2009, the Department of Registration and Records leveraged that infrastructure to improve business processes and create efficiencies across the campus including: online application for graduation, online graduation clearance, online grade change approval, and implementation of electronic transcripts. With EMAS' leadership, the university has successfully completed its first full year under a revenue sharing, student-centric summer school model. EMAS has made several strategic changes to enhance the efficacy of its recruitment activities and enhance the NC State brand: developed new websites and print publications, enabled student-written blogs, and created a Facebook group for newly admitted students. In order to enhance the visitor experience of prospective students and their families, The Joyner Visitor Center created tours of Centennial Campus on buses equipped with video monitors and GPS technology and also developed self-guided cell phone tours. A new program this year, Pack Faculty Partners, invited highly qualified admitted students to spend an evening with some of the university's most prestigious faculty who presented their research and answered questions about their disciplines. EMAS continues to form relationships with entities external to the university—supporting NC State's reputation as a leader in the state.

**Office for Equal Opportunity (OEO):** The Office moved to its new location in the recently renovated Winslow Hall and continued to perform its compliance activities – promoting the health and well-being of the university community. OEO updated and submitted the university's EEO plan to the Office of State Personnel for approval; implemented components of the action plan developed in response to the U.S. Department of Energy's Title IX compliance review of one NC State academic department; and enhanced Title IX activities including a new workshop on Title IX compliance. OEO's signature program, the Equal Opportunity Institute, completed its eleventh year. To date, 285 participants have graduated

from this 30-hour certificate program. OEO hosted the National Coalition Building Institute (NCBI) conference in Fall 2009 with participants from universities across the U.S. in attendance. OEO increased its efforts to provide NC State employees with the state-mandated Equal Employment Opportunity Institute (EEOI) training with the largest number of EEOI participants in the state of North Carolina trained at NC State by OEO. In September, OEO hosted the NC Diversity and Inclusion Partners (NCDIP) meeting at NC State. OEO completed its fifth online training module focused on equal opportunity and affirmative action. The online training modules generate revenue for the Office as other institutions (UNC-CH, UNC-GA, and Montana State University) have worked with NC State's Office of Technology Transfer to purchase OEO's search committee orientation online training and discrimination and harassment prevention and response training. The "Moving from Dialogue to Action Program," funded by a grant from the Z. Smith Reynolds Foundation, continued its collaborative effort with faculty, staff and students from Meredith, Peace, St. Augustine's, and Shaw universities to promote dialogue on race and race relations.

**Faculty Affairs:** In its second year of operation, the Office of Faculty Development (OFD) expanded and maintained a comprehensive faculty development website <http://www.ncsu.edu/faculty-development/>. OFD sponsored or co-sponsored 20 workshops and webinars on a range of topics related to teaching and learning, research, work-life coordination, and other topics, as well as archived sessions to provide asynchronous access to resources by faculty. David McConnell, professor of marine, earth, and atmospheric sciences, joined the Office as a faculty scholar and assisted with the development of a number of new initiatives and programs including small group reading circles for faculty to read and discuss Ken Bain's *What the Best College Teachers Do*, and a five-day Summer Institute on the Scholarship of Teaching and Learning with 23 faculty attendees. NC State also participated in the ACC Teaching Scholars program with three faculty members nominated as Scholars who can be invited to other ACC campuses for presentations. OFD also hosted the 2009 New Faculty Orientation and coordinated the selection processes for the Holladay Medal and three major NC State teaching awards. Dr. Betsy Brown, vice provost for faculty affairs, served as the Office of the Provost liaison with the Faculty Senate, Department Heads' Steering Committee, and other offices including Legal Affairs, Human Resources and as NC State's liaison with Wake County Public Schools in planning a STEM-focused Early College High School. She worked closely with several standing and ad hoc committees on issues of importance to NC State faculty which included the Faculty Well Being Administrative Advisory Committee that focused this year on non-tenure track faculty.

**Office of International Affairs (OIA):** Via international partnerships, a new focus for OIA is to integrate institutional academic programs (at the graduate and undergraduate levels) to produce dual degree and accelerated master's programs whereby students can earn degrees from NC State and partner institutions. Having established strong international linkages through the leadership of OIA, NC State now has six international dual degree programs as well as education centers in strategically selected countries such as China, India, South Korea, UK, Germany, Chile and Brazil. The TERI University (India)-led Global Health initiative continues its implementation process. Also this year, NC State partnered with the University of Pretoria in South Africa to establish seed grant funds to support development of inter-institutional collaboration. International enrollment increased (2,281 international students in Fall 2009 compared to 2,164 international students in Fall 2008). Study Abroad students had a robust 14% increase in enrollments this year (up from 2.2%). Study Abroad's diversity enrollments have increased steadily among Asian (34%), African American (57%), Hispanic (20%) and Native American (33%) students. The Global Perspectives Certificate program, approved in March 2009, has 174 students from all colleges actively working toward completion, compared to 77 last year. The number of faculty mentors has nearly doubled, from 8 to 15. OIA has sponsored and promoted more than 100 international and cultural events on campus.

**Science, Technology, Engineering, Math (STEM) Education Initiative:** New this year is STEM Director Bob Beichner's membership on the JOBS (Joining Our Businesses and Schools) Joint Legislative Commission, representing the UNC system. As a commissioner he has visited all seven economic regions of the state, gathering insight from local business and education leaders. Lt. Governor Walter Dalton recently submitted a report of the Commission's efforts to the Legislature. One of the projects mentioned in the report is a feasibility study for establishing an NC State University-led Education Extension Service modeled after our university's Cooperative and Industrial Extension Services. There is considerable interest in using the five existing Science House satellite offices as the basis for this service to the teachers of the state. Numerous meetings have been held on and off campus to discuss the possibilities. Close ties to the NC STEM Community Collaborative have resulted in consultations with Davie County as they design a new STEM-oriented high school. A great deal of work has been put into establishing the NC State STEM Early College High School, which has a planned opening of Fall 2011. NC State has rapidly become an international leader in STEM education reform. Because of the state's recent economic downturn, faculty hires for STEM education research positions have been halted. Director Beichner states: "If we are to maintain our momentum, we need to ramp up these search efforts once again."

**Division of Undergraduate Academic Programs (DUAP):** Approximately 17% of all new students are admitted into one of the DUAP units (First Year College; Transition Program; Academic Support Program for Student Athletes). Over 26% of DUAP admissions are students-of-color; 39% identify themselves as having a disability. Many of these students see DUAP as a point not only of access, but of success. In partnership with Engineering, DUAP's cross-curricular advising staff has assumed advising responsibilities for half of that college's TRU-designated students to expedite their intra-campus matriculation through intensive, strategic advising. Significant successes motivate an expansion of this effort. Furthermore, with campus partners, DUAP is developing a unique extension of the established common reading program that will challenge and support students to go more deeply into text-inspired issues. DUAP started the year with disproportionately significant budget reductions that resulted in lost positions, increased workloads, and redefinition and transition in roles and responsibilities. These challenges inspired new opportunities to collaborate with both intra-division and cross-campus colleagues, create innovative partnerships, and develop new means to provide "old" services. DUAP was the major driver in the development and implementation of the new General Education Program (GEP) which is now an accepted and efficient NC State program. The Division also played a significant role in the revision, adoption and, now, administration of the "new" Environmental Sciences (ES) degree. The resurrection of a low-enrollment program (highly partitioned and complicated) into the current curriculum is very promising. The administrative placement of the ES program within the Division recognizes DUAP's potential as administrative home for complex intra-university curriculum initiatives. And, finally, intra-campus transfer policy continues to be a concern that DUAP raises.

**The Graduate School and the NCSU Libraries:** The 2009-2010 annual reports for the Graduate School and the NCSU Libraries are online at <http://www.ncsu.edu/grad/faculty-and-staff/docs/anrp09-10.pdf> (Graduate School) and <http://www.lib.ncsu.edu/documents/annualreports/channrep0910.pdf> (NCSU Libraries).