

## OFFICE OF THE PROVOST • 2010-2011 ANNUAL REPORT

### SPECIAL INITIATIVES

**Strategic Planning:** Provost Arden and Margery Overton, Chair of the Faculty, led NC State's development of a new strategic plan, which involved the Strategic Planning Committee and nine task forces with a combined membership of over 160 faculty, staff and students. Significant support for this effort was provided by University Planning and Analysis. The 2011-2020 Strategic Plan, *The Pathway to the Future*, approved by the Board of Trustees in April 2011, has the following five goals: (1) Enhance the success of our students through educational innovation (2) Enhance scholarship and research by investing in faculty and infrastructure (3) Enhance interdisciplinary scholarship to address the grand challenges of society (4) Enhance organizational excellence by creating a culture of constant improvement (5) Enhance local and global engagement through focused strategic partnerships. Implementation Planning Teams will be in place by July 1, 2011. More details are available at [info.ncsu.edu/strategic-planning/pathway-to-the-future/](http://info.ncsu.edu/strategic-planning/pathway-to-the-future/).

**Strategic Realignment:** With the Vice Chancellor for Finance and Business, Provost Arden developed and presented *Recommendations for Strategic Realignment to Increase Organizational Efficiency and Effectiveness* to Chancellor Woodson in March 2011. Written concurrently with the Strategic Plan, the Strategic Realignment recommendations were developed to ensure that our strategic goals and our operational structure are complementary. The recommendations are organized into four categories: (1) Administrative Consolidation and Realignment (2) Review of Academic Programs (3) Consolidate and Realign Business Services (4) Reduce Organizational Bureaucracy. The realignment recommendations will be implemented over the next two years. Details on specific initiatives are available at [www.ncsu.edu/about-nc-state/university-administration/planning-leadership/](http://www.ncsu.edu/about-nc-state/university-administration/planning-leadership/).

### ANNUAL PROCESSES

**Budget:** With the Vice Chancellor for Finance and Business, Provost Arden administered the FY 2010-2011 budget and oversaw the FY 2010-2011 Strategic Reallocation process of \$5 million in recurring allocations and \$25 million in non-recurring allocations. Provost Arden and VC Leffler are currently overseeing the FY 2011-2012 budget planning process which anticipates a significant reduction (15%+) in state appropriated budgets.

**Reappointment, Promotion and Tenure:** The 2010-2011 cycle resulted in 62 faculty reappointments and 79 faculty approved for tenure and promotion.

**College and Unit Leadership:** Leadership reviews were conducted for Dean of the College of Engineering and Vice Provost for Enrollment Management and Services. The College of Veterinary Medicine Dean's search is underway.

## **HIGHLIGHTS FROM OFFICE OF THE PROVOST UNITS**

In its current configuration, the Office of the Provost contains 30 reporting units: 7 Vice Provost Units, 12 Academic Units (10 colleges, the Graduate School, and the Division of Undergraduate Academic Programs), 5 Student Affairs Units, 5 Interdisciplinary Programs, and University Planning and Analysis. Brief reports are included below from the Office of the Provost Units which were not requested to submit individual annual reports to the Chancellor.

### **Distance Education and Learning Technology Applications (DELTA)**

*Program Statistics* DE enrollment increased by 10% in 2010-11, with 87,307 student credit hours delivered as of May 23, 2011. More than 16,000 individual students took NC State DE courses in 2010-11. Courses and Sections: More than 2,100 DE courses and sections were offered, with 25 new courses and 20 new faculty added to the Flexible Access program. Testing Services: DELTA directly administered 18,435 exams and arranged for remote proctoring of 4,059 exams, an increase of 27% over the previous fiscal year. Training and Support Programs from Teaching with Technology: 914 attendees. 2011 Summer Institute: Due to limited resources, only one cohort of 29 participants was run compared to two cohorts with 48 participants in the previous year. Help Calls and House Calls: 4,919 instructional technology help calls (through phone and e-mail) were resolved this year, a 5.9% increase over last year. 258 instructional house calls were also completed during this time period. IDEA grants: 20 grants were awarded for the development of DE courses.

*Initiatives* DE testing services in Cox Hall: DELTA entered into a partnership with PAMS to provide additional DE testing services in Cox Hall; the new facility also accommodates the testing needs of students registered with the Disability Services Office. More than 1,000 exams were administered during the Cox Hall testing service's first week of operation. Centralized Mediasite services and support: The growing popularity of lecture capture as a medium for DE course delivery and other academic purposes demonstrated a need for centralized Mediasite services and support. DELTA is working with Management, Textiles, and OIT as part of a pilot program to help identify priorities for campus-wide implementation and support services. Transition to Moodle: Approximately 460 course sections were migrated from Vista to Moodle by DELTA staff during FY 2011. Large Course Redesign (LCR): Selected high needs, traditional on-campus courses, including Statistics 311, Physics 211 and 212, and Calculus 141, were redesigned in FY 2011. The assessment of earlier LCRs indicates an overall positive impact.

## **Enrollment Management and Services**

*Program Statistics* EMAS reviewed nearly 25,000 freshman and transfer admissions applications, disbursed over \$295 million of financial aid, scheduled over 25,000 course sections, enrolled over 34,000 students, posted over 300,000 grades, and conferred nearly 8,000 degrees. North Carolinians sent more applications to NC State than any other UNC school, undergraduate applications continue to increase, and selectivity is at an all-time high. Average high school GPA, SAT scores, and the percent of the incoming class that graduated in the top 10% of their high school class are all rising.

*New Initiatives* Major information technology implementations: Scholarships and Financial Aid are being integrated into the campus' ERP system (SIS) to enhance student services and create efficiencies for departments awarding scholarships. A new undergraduate degree audit system was deployed which allows advisers and students to monitor progress toward degree in real-time, provides tracking of minors, and allows "what-if" degree audits to aid in the internal transfer process. New "call center" software was implemented within Registration and Records and Scholarships and Financial Aid and is dramatically improving the experience of customers calling into the division and will offer new opportunities for sharing resources in the future. Outreach to high-school students and counselors: EMAS partnered with the Park Scholars Program and other institutions to make high school counselors more aware of NC State's unique strengths and exceptional value and also worked with the Institute for Emerging Issues to develop "Emerging Issues for Future Leaders," a leadership program for rising seniors.

*Diversity* International Undergraduate Students: EMAS has worked closely with the Office of International Affairs on several projects and now shares a position that will help increase the number of international undergraduate students and facilitate growth of the newly formed Intensive English Program. Under-Represented Students: Working with Communication Services, EMAS developed new print and video materials to increase yields of out-of-state, international, under-represented, and high-achieving students. Commitment to Veterans: EMAS and the Graduate School collaborated to centralize the residency reclassification process and to increase NC State's commitment to military veterans through expanded participation in the Yellow Ribbon Program.

## **Office for Diversity and Inclusion**

*Program Statistics* Collaborative Project with Graduate School and United Negro College Fund Institute for Capacity Building: Participation in the program increased to five Historical Black Colleges and Universities and a faculty engagement component was implemented. Building Future Faculty Program: There was a significant expansion of

program with 35 graduate students and postdocs from around the country participating. ADVANCE Developing Diverse Departments (D3) Project: ODI conducted seven leadership workshops for female faculty, four workshops for department heads on departmental climate, and hosted the D3 Annual Retreat for deans, department heads and faculty. Faculty and Staff Diversity Mini-Grants: ODI awarded ten grants of up to \$3,000 each. African American Cultural Center (AACC): The AACC hosted four gallery exhibits and program services and delivery in AACC were significantly improved and expanded with implementation of an Event Management System.

*New Initiatives* ODI established a partnership with the NC Commission of Indian Affairs to support the access of Native Americans to postsecondary education.

*Diversity* NC State was recognized as a Role Model Institution for Diversity and Inclusion by Minority Access, Inc. *Staff* Sheila Smith-McKoy became the new Director of the African American Cultural Center.

### **Office for Equal Opportunity**

*Program Statistics* 2,131 individuals participated in Discrimination & Harassment Prevention and Response workshops and OEO staff provided 48 search committee orientations to departments hiring new faculty and staff.

Equal Opportunity Institute: The Institute completed its 12th year and has produced 312 graduates to date. National Coalition Building Institute “Building Bridges” Workshops: OEO trained 7 new facilitators and presented 36 workshops to 1004 participants. Equal Employment Opportunity Institute training: OEO trained the largest number of EEOI participants in the state of North Carolina at NC State. Title IX: Enhanced Title IX activities included the development and posting of new Title IX posters, a workshop on compliance, and training for administrators at Fayetteville State University. OEO continued implementation of the action plan developed in response to the U.S. Department of Energy’s compliance review of the Department of Electrical & Computer Engineering.

*New Initiatives* In April, OEO hosted a technical assistance seminar with participants from eight UNC system schools, UNC-GA, OSP, the Office of Federal Contract Compliance Programs, and Peopleclick Authoria to discuss affirmative action planning software and the requirements of the federal government and state government in developing equal employment opportunity plans.

*Staff* Ursula Hairston was hired as an assistant equal opportunity officer, Beverly Williams was recognized by NC State’s Student Diversity Council, Amy Circosta earned her certification as a Certified Affirmative Action Professional, and Cheryl Branker and staff from the Disability Services Office participated in the Access Computing Capacity Building Institute in Arlington, VA.

## **Office of Faculty Development**

*Program Statistics* New Faculty Orientation: 21 faculty, including new full-time tenure-track and non-tenure-track faculty, attended the orientation in August 2010. Workshops and webinars: OFD sponsored or co-sponsored nearly 25 events on a range of topics focused on teaching and learning, faculty career development, and community engagement. Course Design Summer Institute: 16 faculty worked collaboratively to design or redesign their courses and incorporate innovative teaching practices.

*Initiatives* Thank a Teacher Program: OFD launched this new program to provide a venue for students to express their appreciation to faculty who have impacted their university experience in a positive way. Faculty Partners Program: This new program links OFD with faculty representing 41 departments. Teaching and Learning Symposium: This new symposium was held to highlight and celebrate exemplary teaching at NC State. The event also included the presentation of university teaching awards. Community Engagement: OFD assumed new responsibilities for community engagement faculty development, identified 20 Community Engaged Faculty Fellows, and hosted a year-end event for faculty and department heads.

## **Office of International Affairs**

*Program Statistics* International Partnerships: OIA hosted 58 delegations and signed 32 new MOU and Agreements covering student and faculty exchange, research, education and academic training. International Students: Enrollment increased for the sixth consecutive year, with Fall 2010 enrollment of 2,530 compared to Fall 2009 enrollment of 2,372. Study Abroad: Participation increased to 1,348 students compared to 1,327 the previous year. Special Events: OIA sponsored and promoted more than 100 international and cultural events on and off campus with an impact on over 35,000 people.

*Initiatives* University of Pretoria in South Africa and NC State: OIA awarded several seed grants to joint faculty teams at the two institutions to support research collaboration. TERI University in New Dehli, India: 7 NC State faculty members from 4 colleges traveled to TERI University to teach classes in health, law, and science, technology and sustainability as a part of TU's new master's degree program in Sustainable Development Practice. University Global Partnership Network: The UGP network was formed to increase joint research collaboration, academic program development and entrepreneurial activities among consortium members – NC State, University of Surrey, Universidade de Sao Paulo, and Seoul National University. Intensive English Program: OIA developed the Intensive English Program as a way to increase international undergraduate enrollment by providing English language training

as a gateway into degree programs for otherwise academically qualified students. NC State has signed cooperative agreements with several high schools in China and South Korea to recruit top students into undergraduate programs at NC State.

### **Biotechnology (BIT) Program**

*Program Statistics* Courses: There was a 12% increase in BIT course enrollments (509) over 2009-10 with 1,320 lab course contact hours taught. Grant-funded programs: Year 2 of NSF Research Experiences for Undergraduates (REU) Program in Synthetic Plant Biology, Year 2 of Howard Hughes Medical Institute Freshman Inquiry Course, Year 11 of NIH T32 Graduate Biotechnology Training Program (57 trainees to date), and Year 17 of DoEd Graduate Assistance in Areas of National Need (GAANN) Fellowship Program in Biotechnology (110 fellows to date).

Molecular Biotechnology Research Symposium: The 6th annual symposium was held in August.

*Initiatives* New courses: The first BIT lab course (BIT 100) for non-STEM majors was developed and is being offered in summer 2011 and a new Summer Undergrad Research Initiative (BIT SURE) was started. New BIT modules: Plant Genetic Engineering and Deep Sequencing were launched

*Diversity* The BIT Program held summer biotech workshops for underrepresented minority (URM) students from NC School of Science and Mathematics and hosted several URM students in summer 2010 as part of the NSF REU Program.

*Staff* John Chisnell, Assistant Director, resigned effective on June 30, 2011; Sue Carson, Academic Coordinator, was promoted to Teaching Associate Professor; Melissa Cox, Lab Manager, had her position upgraded to reflect new responsibilities; and Melissa Srougi joined the BIT Program as a Teaching Postdoctoral Fellow.

### **Entrepreneurship Initiative**

*Program Statistics* Silicon Valley Spring Break Field Trip: Now in its 8th year, the trip continues to grow in popularity with a 30% acceptance rate with priority given to graduating seniors. eGames Competition: The third annual competition was held in April with more than 300 attendees. Winners from previous years' competitions have gone on to further success competing in larger competitions and in launching their own companies.

*Initiatives* Phase I Garage: This facility to support student innovation and entrepreneurship, supported by a grant from Red Hat, opened in September 2010. About 30 students are currently working on entrepreneurial projects and starting their companies in the Garage. Phase II Garage: A design has been completed with an estimated cost is \$4.25M. The planned site is co-located with the student housing being built on Centennial Campus, which will

become the “entrepreneurial village.” Target opening date is Fall 2014. Blackstone Entrepreneurs Network: In collaboration with Duke, UNC, and NCCU, NC State obtained a \$3.6M grant from the Blackstone Foundation to create the Triangle-wide Blackstone Entrepreneurs Network to catalyze and accelerate entrepreneurial activity within the region.

### **Institute for Advanced Analytics**

*Program Statistics* The Institute for Advanced Analytics completed its fourth year of operation and graduated its fourth cohort of students in the Master of Science in Analytics (MSA) degree program. Graduating Students: 97% of the Class of 2011 had one or more offers of employment. Industry sectors hiring MSA graduates included apparel, banking, consulting, energy, financial services, Internet, pharmaceuticals, research, software, and telecommunications. Benchmark studies of student outcomes place the MSA in the ranks of the nation’s top universities in terms of placement rates and starting salaries. Incoming Students: The MSA Class of 2012 has 40 members who will begin studies in June. 185 applications were submitted, 94 applicants were interviewed for admission, and 45 candidates were offered admission (3 declined and 2 deferred). The process yielded an acceptance rate of 24%.

### **Science, Technology, Engineering and Math (STEM) Initiative**

*Program Statistics* SCALE-UP: There has been significant advancement in the implementation of SCALE-UP instruction on campus. The STEM Initiative financially supported the creation of a new 45-seat room, allowing two biology classes and two mid-level physics courses to be taught in this mode for the first time. A new class for preservice elementary education teachers is being finalized and will utilize the Physics and Everyday Thinking curriculum and be taught in a SCALE-UP setting.

*Initiatives* The STEM-oriented Early College High School will open on campus in the fall with 50 students. Its temporary location will be in the Creative Services Building until the Cherry Building is ready in 2012.

*Staff* Robert Beichner was named a Fellow of the American Association for the Advancement of Science and Laura Bottomley won a Presidential Award for Excellence in Science, Mathematics and Engineering Mentoring.

### **Environmental Sciences**

*Program Statistics* The ES Program saw significant growth in the 2010-11 academic year. ES 100 (Intro to Environmental Science) enrolled 450 (fall and spring semesters) and ES 200 (Climate Change and Sustainability) enrolled 450 (fall and spring semesters). Enrollments in other ES courses are also increasing sharply. Changes in the

ES Academic Program rolled out in 2010 included revision of the B.S. degree in ES, revision of the minor in ES, creation of a four-course sequence of ES courses, and six new ES blanket number courses for research, internships and special topics.

### **University Planning and Analysis**

*New Programs and Tools* Admissions Dashboard and Data Mart: This new tool provides summary and detailed information daily for administrators across campus. Graduating Seniors' Future Plans' Survey: This new survey gathers information on where alumni are employed or are pursuing graduate education. National COACHE Survey: Results of the COACHE Survey were used by numerous campus committees focused on faculty.

*Diversity* Results of the Fall 2010 Campus Climate Survey results show improvements over the 2004 survey results. *Staff* Trey Standish was invited to present a national webinar on data mining and analysis of student retention. Trey was also accepted and is currently taking classes in an NC State doctoral program. Kate Christenbury and Mark Bodkin joined UPA as survey research coordinators.

*Recommendations and Concerns* Continuing need to coordinate and collaborate on campus surveys: UPA has provided free campus access to Qualtrics survey software and developed a system to provide unduplicated samples to campus survey researchers. UPA is also establishing a Survey Advisory Committee to propose rules and communication strategies designed to reduce the number of campus surveys. ClassEval: This evaluation effort continues to compete for students' time at the busiest time of the semester, with the overall response rate dipping below 50% this spring.

### **CONCLUSION**

Despite the challenges that we have faced from a budgetary perspective, the last year has been a productive one as we have ordered our priorities and closely examined the ways we support the academic core of the university. The Office of the Provost will continue to focus its activities to optimally deploy our valuable resources in support of the Strategic Plan while also acting upon the Strategic Realignment recommendations to improve our operational structure. Looking ahead, our goal is to raise the academic profile of NC State and begin to realize many of the significant opportunities that lay before us.