

APPENDIX A

OFFICE OF THE PROVOST UNITS

HIGHLIGHTS FROM VICE PROVOST UNITS

Distance Education and Learning Technology Applications (DELTA)

Program Statistics DE enrollment increased by 10% in 2011-12, with 93,351 student credit hours delivered and 15,493 students enrolled. Courses and Sections: 1,636 courses in a variety of academic disciplines were offered at the undergraduate and graduate level, with 12 new courses and 10 new faculty added to the Flexible Access program. Testing Services: DELTA directly administered 24,250 exams and arranged for remote proctoring of an additional 6,250 exams, an increase of 36% in total exams over the previous fiscal year. Videoclassroom Production: Demand was reflected in VCS-supported enrollment growth at an average annual rate of 19% over the past four years. Nine video classrooms and two mini-studios recorded course content for delivery to current and future students. Overall, this past year saw a 27% increase in the number of lectures/presentations recorded, totaling 10,570 lectures with 504,820 total viewings, a 73% increase over the previous year. Training and Support: DELTA provided training to 970 participants, supplemented by online seminars with 2,403 views, and provided 249 Instructional House Calls, and resolved 5106 support calls. In spring 2012, DELTA supported 2866 Moodle sections (with 82,405 enrollments).

Initiatives Strategic Student Recruitment: DELTA partnered with the Graduate School to implement a tracking pilot to analyze and assess student recruitment processes/outcomes. US Department of Labor Grant: DELTA partnered with 12 external and 10 academic partners to submit for a grant that is designed to expand online industry-specific entrepreneurship education. New Instructional Tools: A number of innovative, scalable tools were refined, including (a) the Virtual Viewer, which allows users to see multiple images at once and have different viewing scales; (b) the LifeCycle tool, which allows instructors to create content and interaction slides,

keep track of student scores, and emphasize the cyclical nature of processes; (c) a Flash Cards Study Tool viewer; and (d) the MicroExplorer3D tool, which was published in the global iTunes App Store. Large Course Redesign (LCR): Physics for Engineers and Scientists (PY 205N), Applied Differential Equations (MA341), and Calculus I (MA141) were supported through LCR. The assessment of earlier LCRs indicates an overall positive impact.

Staff Allie Giro was recognized as a Provost unit winner of the University's Awards for Excellence. Dr. Donna Petherbridge received the 2011-12 NC State University Workforce and Human Resource Education Alumni Award for Outstanding Professional Service.

Division of Enrollment Management and Services (EMAS)

Program Statistics Undergraduate applications continue to increase and selectivity is at an all-time high. Average high school GPA, SAT scores, and the percentage of the incoming class that graduated in the top ten percent of their high school class are all rising. It is expected that the class entering in the fall of 2012 will set new records for each of these measures. Recruitment of out-of-state and international students has also been a priority; those numbers are increasing and are now approaching the UNC allowable limit. Summer Start: This program is continuing to grow and entering its third year. Initial analysis of previous cohorts suggests improving retention rates for participants.

Initiatives Major Information Technology Implementations: The Office of Scholarships and Financial Aid is now fully integrated into the student information system, which allows real-time updating across functional systems. The Department of Registration and Records has worked with Enterprise Application Services to develop several new systems designed to promote student success including a centralized internal transfer application designed to help students move more efficiently between majors, an advising dashboard designed to enhance interactions between students and their academic advisers, and an enrollment wizard that will help students plan and enroll in appropriate courses more efficiently. Integration and Reorganization: EMAS has integrated New Student Orientation and Parent and Family Services into its organizational

structure. The division also successfully reorganized the university's Open House and other campus visitation events. Emerging Issues for Future Leaders: This program, developed for rising high school juniors and seniors through a partnership with the Institute for Emerging Issues, continues into its second year.

The Graduate School

Program Statistics Applications and Financial Aid: Processed approximately 14,300 applications, an increase of nearly 4% over last year, and managed the process of dispersing approximately \$4 million in 26 different fellowship/grant programs for 417 graduate students, including 101 University Graduate Fellowships. Graduate Program Development: Established 4 new Professional Science Master's programs, 3 at NC State and 1 at UNC Charlotte, while an additional 2 programs at NC State are in the process of being approved. Completed development and implementation of 4 new programs: Biomanufacturing (MS, MR), Electric Power Systems Engineering (MR), Climate Change and Society (MR), and 2 graduate certificates: City Design and Energy, and Technology in Architecture. Program Review: Managed the external reviews of 8 programs and conducted post-review meetings for 11 programs. Outcomes assessment of graduate programs continued, with 26 programs submitting biennial reports.

Initiatives Preparing Future Leaders (PFL): 139 events, workshops, and seminars were held through the PFL program, with a total involvement of 2,567 graduate students, 432 postdoctoral scholars, and 45 other participants. Graduate Education Week: Participated in the third annual event on March 18-24, which included a student research symposium, seminars and workshops, an awards celebration, a service project, and recreational opportunities.

Diversity Advanced diversity of underrepresented minorities through visitation programs for 68 students, extended or renewed major grants from NSF and NIH, and hosted 708 students for this year's OPT-ED Alliance day.

Recommendations and Concerns Recommendations for the future include a Center for Graduate Student Success, improved mentoring of graduate students, new space for the Graduate School

and continued development of procedures for academic planning and program priorities.

Concerns include inadequate financial support for growing graduate enrollment and the inability to attract the best students due to a lack of fellowships.

McKimmon Center for Extension and Continuing Education

The McKimmon Center for Extension and Continuing Education was a new area of responsibility for the Office of the Provost this year, resulting from the discontinuation of the Office of Extension, Engagement, and Economic Development as part of Strategic Realignment efforts.

Program Statistics McKimmon Conference and Training Center: The Training Center has maintained a steady level of business activity, hosting 1,603 programs for over 185,642 people in 2011-2012, which included a significant amount of new and repeat business. Office of Professional Development (OPD): The Office hosted over 240 highly- evaluated individual programs for 12,000 noncredit students, while generating revenue sufficient to cover all direct and indirect costs. Collaboration between OPD and various groups generated additional revenue of over \$1.1 million. Customized, Contractual Education: Developed training partnerships with and delivered computer-related programs to approximately 1,070 participants and 33 organizations. Center for Urban Affairs & Community Services: The Center generated over \$7.6 million through its contracts and continued their 18 year partnership with NC Department of Public Instruction statewide testing and accountability program. Encore Program for Lifelong Enrichment: Membership this year numbered just over 1,100, a slight decrease from the previous year. Over 6,000 people participated in 188 courses, lectures, study trips, and other events offered this year. A dedicated group of 180 volunteers (76 from NC State; 104 from the local community) taught and assisted with Encore programs.

Initiatives Collaborative at Rocky Mount: This NC State/ECU initiative provided face-to-face and online non-credit programs, K-12 outreach, academic enrichment camps, community nonprofit outreach, and student support services for over 10,000 individuals. Upper Coastal Plain

Learning Council: NC State led the Program Committee of the Council as it continued its work assessing the educational needs of five counties (Edgecombe, Halifax, Nash, Northampton and Wilson) and their seven school districts and matching resources to those needs.

Office of Faculty Development (OFD)

Program Statistics New Faculty Orientation: 23 new faculty members from nine colleges attended the orientation in August 2011. Workshops: OFD held more than 20 workshops on a range of topics focused on teaching and learning, faculty career development, and community engagement, with a total of over 170 participants. Teaching Awards: OFD continued to manage the university teaching awards process that recognized 27 faculty members and the recipient of the Holladay Medal. OFD assumed responsibility for the Gertrude Cox Award this year. Other Programming: An orientation program was offered to 9 new department heads in fall 2011 and 18 department heads attended additional specialized programming facilitated by OFD, General Counsel, and Human Resources. 28 full-time NTT faculty attended a Non-Tenure Track Faculty Forum.

Initiatives Thank a Teacher: Students sent in 788 submissions in 2011-2012 to thank faculty who have had a positive impact on them as students. Teaching & Learning Symposium: 223 individuals attended the 2nd annual symposium which included 31 poster presentations as well recognition of teaching award and Thank a Teacher recipients. New Website and Listserv: OFD launched a new website in fall 2011 that provides comprehensive resources to faculty members and OFD's new listserv has 1364 subscribers. Assistant Professor's Learning Community (APLC): OFD collaborated with OIED to provide three APLC presentations that were attended by 62 junior faculty members. Reading Circles: During the 2011-2012 academic year, 86 faculty and staff participated in 14 reading circles.

Office for Institutional Equity and Diversity (OIED)

The new OIED was created, effective July 1, 2011, from the merger of the Office for Equal Opportunity & Equity with the Office for Diversity & Inclusion and the realignment of former

Student Affairs units (Multicultural Student Affairs, the Women's Center, and the GLBT Center). Thousands of faculty, staff and students participated in OIED programs in the past year.

Initiatives Chancellor's First Year Student Leadership Program: A new initiative for first year students was created and is housed in the NC State Women's Center. The program focuses on women's leadership and 48 NC State male and female first year students were selected to participate. At Home in the World: NC State was one of eight universities selected by the American Council on Education to participate in this initiative, a two-year demonstration project designed to unite multicultural/diversity initiatives with international and globalization efforts. Participation in this effort will include development of a course on cultural competence (ECD 296) and increasing the number of historically underrepresented students who participate in international activities such as study abroad and alternative spring break trips. Pack's PACT: OIED piloted a minority male mentoring program, housed in Multicultural Student Affairs, to address the low persistence and graduation rates of minority males. Thirty students participated in the inaugural program.

Staff New appointments included Dr. Ashley Simons-Rudolph, director of the Women's Center; Roderick Bradley, director of the Office of Multicultural Student Affairs; Mark Newmiller, director of the Disability Services Office; and Dante James, assistant director of the African American Cultural Center. Dr. Deborah Luckadoo also joined OIED as director of staff diversity.

Concerns There is an ongoing need for additional resources for OIED to maintain its current level of diversity and equity programs, develop new initiatives to improve campus climate, and engage in good faith affirmative action and equal opportunity compliance efforts.

Office of International Affairs (OIA)

Program Statistics International Partnerships: OIA hosted over 40 delegations to NC State, facilitated the chancellor's and UNC Board of Governors' trips to Asia, and led 3 delegations to visit partner institutions in Botswana, Brazil and the United Kingdom. OIA also renewed and signed 30 MOUs and agreements covering student and faculty exchange, research, education and

academic training. Special Project Funding: OIA funded a total of 30 international projects including 19 Internationalization Seed Grants, 6 UGPN Research Collaboration Grants, and 5 University of Pretoria - NC State Research Collaboration Grants. Study Abroad: The number of incoming exchange students continued to increase (from 150 in 2010-11 to 180 in 2011-12), opening more low-cost opportunities for our students to study abroad. However, the number of outgoing NC State students has declined slightly from 1,104 in 2010-11 to 1,029 in 2011-12. International Students: Enrollment increased for the seventh consecutive year, with fall 2011 enrollment of 2,854 compared to fall 2010 enrollment of 2,530. Special Events: OIA sponsored and promoted more than 100 international and cultural events on and off campus including the tri-university Global Health Case Competition, the Global Issues Seminar Series, and International Month.

Initiatives Brazilian Partnerships: OIA established partnerships with FAPESP (State of São Paulo Research Foundation) and the University of São Paulo to provide funding support for research collaborations in Brazil. OIA also hosted 4 undergraduate students through the Brazil Science Without Borders program. Database of International Connections and Expertise (DICE): OIA continued to expand DICE to enhance international collaboration. The database now has over 300 faculty profiles, a 50% increase over the previous year. Global Training Initiative (GTI): This program placed 25 foreign students in on-campus supervised research internships and provided cultural and social opportunities for 370 SKEMA students and 150 NC State student volunteers. Global Health Initiative (GHI): With the assistance of GHI, interdisciplinary faculty teams developed several large competitive international grant proposals. GHI also worked with faculty across campus to develop a Global Health Minor. Intensive English Program (IEP): The IEP, launched in 2011 through a partnership with the Office of Undergraduate Admissions to establish relationships with foreign language high schools in South Korea and China, grew in enrollment from 8 students (spring 2011) to 67 students (spring 2012).

Office for Outreach and Engagement

University-level coordination of outreach and engagement efforts was a new area of responsibility for the Office of the Provost this year, resulting from the discontinuation the Office of Extension, Engagement, and Economic Development as part of Strategic Realignment efforts. College outreach, engagement and extension activities remained with their original units.

Program Statistics Over 33,000 citizens participated in professional development and economically beneficial certification and training programs. NC State sent more than 600 students as interns into businesses across the state and over 400 businesses contracted with the university for technical assistance and training programs. Faculty and extension professionals successfully competed for over \$46M in public service/extension grants.

Initiatives C. Peter Magrath University Community Engagement Award: A joint nomination for the project “Building a Local Food Economy in North Carolina through Partnership and Engagement, Center for Environmental Farming Systems” on behalf of directors Nancy Creamer (NC State University) and John O’Sullivan, (NC A&T State University) was selected by APLU as the winner for the “1890 University” region and will go on to compete for the national award during the upcoming National Outreach Scholarship Conference scheduled in October 2012.

Raleigh Colleges and Community Collaborative (RCCC): NC State is the lead agency for this collaborative which includes the six colleges in Wake County, the Wake County Public School System, the Greater Raleigh Chamber of Commerce, and numerous educational, business, faith-based and non-profit agencies. In July 2011, RCCC won a \$1.3M implementation grant from the Bill and Melinda Gates Foundation to increase the number of low income urban youth in Raleigh who achieve a post-secondary credential and living wage employment. Academy of Community Engagement Scholarship (ACES): NC State is a key participant in and is actively pursuing grant funding for this 36-university initiative to develop an international academy that recognizes scholars and their partners for community and engagement.

Staff José Picart served as Assistant to the Provost for Outreach and Engagement for FY 2011-2012. Terri Helmlinger-Ratcliff was appointed Interim Vice Provost for Outreach and Engagement, effective July 1, 2012.

HIGHLIGHTS FROM OTHER OFFICE OF THE PROVOST UNITS

Biotechnology (BIT) Program

Program Statistics Courses: There was a 13.8% increase in BIT course enrollments (578) over 2010-11 with 1,466 lab course contact hours taught. Grant-funded programs: Year 3 of NSF Research Experiences for Undergraduates (REU) Program in Synthetic Plant Biology, Year 3 of Howard Hughes Medical Institute Freshman Inquiry Course, Year 12 of NIH T32 Graduate Biotechnology Training Program (63 trainees to date), and Year 17 of DoEd Graduate Assistance in Areas of National Need (GAANN) Fellowship Program in Biotechnology (more than 110 fellows to date). Molecular Biotechnology Research Symposium: The 7th annual symposium was held in August.

Initiatives New courses: The first BIT lab course (BIT 100) for non-STEM majors was offered in 2011-12 and a new Summer Undergrad Research Initiative (BIT SURE) was started. New BIT modules: Cell Signaling and Analysis of Deep Sequencing Data were launched.

Diversity The BIT Program held biotech workshops for underrepresented minority (URM) students from NC School of Science and Mathematics and hosted several URM students in summer 2011 as part of the NSF Research Experiences for Undergraduates Program.

Staff Lab Manager Melissa Cox had her position upgraded to reflect new responsibilities; Laura Schenkman was hired as a program specialist; Laura Ott joined BIT as a teaching postdoctoral fellow; and Heather Miller completed her PhD and joined the High Point University faculty.

Concerns BIT faces significant space problems with its rapid increase in enrollments.

Entrepreneurship Initiative (EI)

Program Statistics Silicon Valley Spring Break Field Trip: The EI took a group of 12 students to Silicon Valley for the 9th year in a row. The group visited 10 companies, including Facebook,

LaunchPad Toys, Flextronics, and NEST. Lulu eGames Competition: The eGames became the Lulu eGames in 2012 thanks to a \$250,000 donation from Bob Young, the founder and CEO of Lulu and a member of the EI Advisory Board. A new Arts Feasibility Study Challenge category was offered this year in collaboration with NC State's Arts Entrepreneurship Minor. 51 teams competed in the 2012 Lulu eGames, and approximately 220 people attended the awards ceremony on April 30.

Initiatives Phase I Garage: This facility continues to be a favorite spot among student entrepreneurs. Approximately 50 students were working on entrepreneurial projects and/or starting companies each semester. Three of this year's Fast 15 (an NC State initiative that focuses on launching and supporting new ventures) teams spun out of the Garage—Spitter Spatter, SPARKmoto, and Leiva Strings. Entrepreneurs Village and Phase II Garage:

Entrepreneurs Village, the living/learning community, is on track to open in fall 2014. The EI has also moved forward with plans for Phase II Garage, which will be a stand-alone facility located near the living/learning community. Entrepreneurs Lecture Series: The EI enhanced its community partnerships this year through programming efforts such as the Entrepreneurs Lecture Series in November which had approximately 230 attendees and was offered in partnership with Triangle Entrepreneurship Week,. ACC Clean Energy Challenge: The EI's Team PowerUp represented the university at the 2012 Challenge, an effort to inspire young entrepreneurs to develop successful business plans and found innovative, clean energy companies. NC State has been selected to co-host the ACC Clean Energy Challenge along with UNC and Duke in 2013.

Staff Megan Greer was hired as the associate director of external relations.

Institute for Advanced Analytics

Program Statistics The Institute for Advanced Analytics completed its fifth year of operation and graduated 38 students in the Master of Science in Analytics (MSA) degree program. The Institute will increase enrollment to 80 students beginning in June 2012. The enrollment increase

doubles the instructional and administrative load of the MSA program, thereby doubling the space and human resource requirements of the Institute.

Staff No additional staff members have been hired to date and one existing EPA staff member resigned in May.

Science, Technology, Engineering and Math (STEM) Initiative

Program Statistics Workshops: Eight NSF workshops were supported to help faculty become more successful in getting funding for innovative education projects. Speaking Engagements: Director Robert Beichner gave a total of 21 colloquia/plenary talks on SCALE-UP during 2011, up slightly from 19 in 2010. Service and Outreach: Dr. Beichner served on North Carolina's Joint Legislative JOBS Commission, working with a task force to develop a statewide plan for STEM education that is now in place, and on the NC STEM Advisory Panel, helping to craft the Attributes of STEM Schools and Programs policy later adopted by the North Carolina Department of Public Instruction.

Initiatives The STEM-oriented Early College High School opened at NC State in the fall with 50 students. Two SCALE-UP rooms are planned for the Early College High School.

Staff Robert Beichner received the McGraw Prize in Education, the premier honor in the field. Webster West, professor of statistics, was hired by the STEM Initiative to do education research.

Concerns There is an ongoing need to support hiring of STEM faculty to conduct education research. More and more graduate students in multiple departments are also requesting support.

Shelton Leadership Center

The Gen. Hugh Shelton Leadership Center was a new area of responsibility for the Office of the Provost this year, resulting from the discontinuation of the Office of Extension, Engagement, and Economic Development as part of Strategic Realignment efforts.

Program Statistics Shelton Leadership Forum: The 10th annual Forum had approximately 700 participants and included keynote speakers Tom Brokaw, international entrepreneurship expert Verne Harnish, and RedHat CEO Jim Whitehurst. Shelton Challenge: Several Shelton Challenge

events, six-day residential experiences to help students expand their knowledge and skills of what it takes to be a leader, were held at universities across the state and involved 500 high students and 75 university students in student service-learning exercises and mentoring.

Financial Support: The Center experienced growth in overall program financial support and endowed scholarship programs, adding seven new scholarships.

Initiatives International Program Expansion: A Shelton Center student scholar summer experience in Honduras has led to a likely collaborative relationship for academic program offerings in Central America, as well as contracts for Leadership Development training with youth at risk audiences internationally.

Staff A new position, shared between the Office of Provost, Poole College of Management (PCOM) and Shelton Leadership Center, was created to focus on expanding military, corporate and agency leadership development instruction. Additionally, the Center received full funding for a Distinguished Faculty Endowment and worked with PCOM to have this position within their academic unit to strengthen the university programs in leadership and ethics.

University Planning and Analysis

Program Statistics Data and Consulting Requests: Larger requests for data and consulting included survey assistance for HR, Campus Recreation, Housing, and Sustainability offices; requests for help with 3 ALM presentations; development of faculty credentials database; and support for Academic Program Review.

Initiatives SACS Accreditation: UPA launched the university's Southern Association of Colleges and Schools (SACS) accreditation review. Major parts of this effort included establishing an organizational framework comprised of the leadership team, compliance reporting teams, Quality Enhancement Plan (QEP) steering committee, and staff support team; leading the process to select the QEP topic (*Critical and Creative Thinking*) and to kick off the project; developing an accreditation web site; and auditing dual degree and collaborative academic programs for compliance with university and SACS policies. Campus Surveys: To stem over-surveying of

campus populations and to reduce the University's overall expenses for survey research, UPA consolidated multiple Qualtrics licenses across the university into a single campus license and established the NC State Survey Advisory Committee to recommend strategies for coordinating surveys. Other Special Initiatives: Other key efforts included the 2020 Enrollment Plan; selection of new university peers; assisting with four leadership reviews; various large surveys (triennial baccalaureate alumni survey, National Survey of Student Engagement (NSSE), and COACHE faculty survey); and determination of university metrics for Academic Program Review, Strategic Plan, and performance funding.

Staff Pat Spakes was hired as assistant director for accreditation and Mark Bodkin was hired as a coordinator; Nancy Whelchel was promoted to associate director and chaired the UNC Survey Work Group for General Administration; Trey Standish presented at two national conferences and was a finalist for a best paper award; and Karen Helm was elected to the SACS Board of Trustees.

Concerns The number of UPA staff devoted to institutional research (IR) has been reduced in the last few years despite increasing campus expectations for IR and priority given to improving decision-making. Additionally, morale is low due to the combination of a higher volume of work, fewer staff, eroding mission, and data security strategies that slow work down.

