

## APPENDIX B

### PROGRESS ON STRATEGIC INITIATIVES IN IMPLEMENTATION PLAN

*Assigned to the Provost and Listed to Begin FY 2011-2012*

#### REFINE & INVEST IN AREAS OF EMPHASIS

*Refine our strategic areas of emphasis.*

- Sponsor campus-wide competitions for interdisciplinary teams to seek funding to encourage cross-cutting working groups and to assemble teams to address the ‘big’ societal challenges.

Progress made: See information below on Chancellor’s Faculty Excellence Program under

*Increase the number of tenured and tenure track faculty.*

- Incorporate faculty input through task force and committee discussions.

Progress made: Chancellor’s Faculty Excellence Program proposal selection committee made up of key faculty from all ten colleges, proposals selected focused on areas of strategic importance to NC State.

*Increase the number of tenured and tenure track faculty.*

- Develop a program for targeted and competitive hiring of lead scholars who build opportunistic areas of strength to increase the research capacity of interdisciplinary programs/research collectives.

Progress made: Began implementing the Chancellor’s Faculty Excellence Program to attract groups of scholars in strategically important areas with diverse disciplinary skills representing more than one academic department and preferably more than one college. Over 70 proposals from faculty in all 10 colleges were submitted with 17 proposals selected in 12 cluster areas. 38 new faculty will be hired as a result of this program; one hire has been made to date and all 12 clusters have searches underway.

- Support interdisciplinary and/or cluster faculty hires.

Progress made: Established working group to determine best practices for supporting interdisciplinary/cluster hires.

## **ENHANCE STUDENT, FACULTY, & STAFF SUCCESS**

*Improve student success through improved admission and enrollment management.*

- Expand out-of-state and international recruiting activities.

Progress made: Out of state and international recruitment activities have been expanded and are yielding results. An Intensive English Program has been created and enrollment deposits for international freshmen have doubled over the previous year. Also, international recruitment has been expanded to include India, Brazil and the Middle East. Out of state enrollment deposits are up more than 13% over the previous year. Between out of state and international students, should be approaching 16% of the incoming class for 2012.

- Establish a new process for intra-campus transfers, including a common application on-line site. Progress made: A new system is being used in a pilot mode with CHASS and COM; EMAS is working with the colleges toward full implementation for the fall. The system will automate processing, eliminate paper work, automate communications, and allow creation of new types of criteria for internal transfer evaluation.

- Increase summer school enrollments, review and recommend summer school and DELTA funding models, and eliminate disparities in charges to campus students based on mode of delivery: DELTA v. lecture.

Progress made: Established flexible length summer sessions to accommodate innovative course delivery and meet the needs of targeted populations (such as public school teachers) in summer 2012. EMAS is working with departments to increase specific summer course offerings; a new group is meeting (DELTA, EMAS, colleges) to begin piloting new hybrid courses in summer 2013. Implementing a new tuition and fee model based on student classification rather than course classification effective with the fall 2012 semester.

- Increase the number of international undergraduate students.

Progress made: As noted above, international freshman deposits are increasing.

Approximately 170 students will be in the Intensive English Program this fall (students conditionally admitted pending improvement in English skills). MOU's have been signed with several prominent high schools in China and Korea that are beginning to send students. As noted above, international recruitment has been expanded to include India, Brazil and the Middle East.

- Increase the ratio of graduate to undergraduate students.

Progress made: Key goal of 2020 Enrollment Plan. Downward pressure has been put on the incoming freshman class, which has improved the incoming profile of the freshmen and shifted the balance of incoming students toward more graduate students.

*Determine demand and scope for new Living and Learning Villages.*

- Evaluate demand for new Living and Learning Villages considering suggestions such as an Environmental-Sustainability Village and a Social Justice Village.

Progress made: University Housing will increase the number of students in living and learning villages by 220 for the 2012-13 academic year. The Entrepreneurial Living and Learning Village will open on Centennial Campus fall 2014 as a partnership between University Housing and the Entrepreneurial Initiative. Three other new villages are in development with themes based on wellness, sophomore success, and men's issues.

University Housing has developed a matrix related to the funding and logistics of creating these and other new villages and is actively pursuing these ideas.

*Refine university's approach to global engagement.*

- Establish several key international hubs around the world to anchor a global network that branches out from those hubs.

Progress made: University strategic partnership building through OIA - Facilitated the chancellor's and UNC Board of Governors' trips to Asia, and led 3 university delegations (6-

18 faculty per trip) to visit partner institutions (University of Botswana; University of São Paulo, Brazil; University of Surrey, U.K.); NC State 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.

- Increase student participation in immersive, high-impact study abroad, service-learning, global internships, and other local and global learning activities by facilitating access and creating necessary structures & programs.

Progress made: While outgoing NC State students participating in Study Abroad has decreased somewhat (see details below under *Promote undergraduate student success - Expand high impact educational experiences for undergraduates*), NC State continues to seek out new avenues to provide global experiences for our students, such as NC State's participation in the "At Home in the World" initiative (see details below under *Renew commitment to a diverse university*), which looks to increase the number of underrepresented minority students studying abroad by 25%.

*Promote graduate student and post-doctoral success.*

- Develop annual workshops for post-doctoral scholars, faculty, and staff on effective mentoring. Progress made: Development of new workshops in progress.
- Develop common set of expectations for and develop and implement best practices for regular review of Graduate Faculty status.

Progress made: Discussions ongoing.

*Promote undergraduate student success.*

- Determine the appropriate number of professional advisors in each college and in DASA.  
(Note - was slated to begin FY 2012-13)

Progress made: Funds have been allocated to provide additional advisor positions in DASA for students in transition.

- Expand high impact educational experiences for undergraduates (e.g., undergraduate research). Progress made:
  - *Co-ops/Internships* - Merged University Career Center and NC State Co-op Office into the Career Development Center, which provides a more streamlined experience for students and connects co-op and internship experiences more closely to students' career goals.
  - *Undergraduate Research* - The Office of Undergraduate Research (OUR) provided a total of 172 student research grants to 220 students totaling \$194,000. The Spring Research Symposium had a record of 482 student participants with 252 poster presentations. OUR partnered with the University Honors Program to create the first NC State Undergraduate Research "Speed Dating" event so that students could meet researchers and learn about research opportunities. The event was attended by over 150 students and 35 faculty and will be conducted again next year
  - *Living and Learning Villages* - See details above under *Determine demand and scope for new Living and Learning Villages*.
  - *Study Abroad* - The number of incoming exchange students continues to increase (from 150 in 2010-11 to 180 in 2011-12), opening more low-cost opportunities for our students to study abroad. However, after dramatic increases during 2007-2010, the number of outgoing NC State students has declined slightly over the past two years (1113 in 2009-10, 1104 in 2010-11, 1029 in 2011-12) likely due to the stagnant economy, limited scholarship funds, and changes in financial aid policies.
  - *First Year Inquiry* - Twenty six courses were offered as FYI (critical thinking based instruction) courses for the current year. The choice of *Critical and Creative Thinking* as the Quality Enhancement Plan topic will lead to a renewed emphasis on and the expanded development of the First Year Inquiry program at NC State.

- *General* - The merging of DUAP and Student Affairs into the Division of Academic and Student Affairs brings much of the administration of high-impact experience programs under one roof and will provide opportunities for coordinated strategic development of programs.

*Create a culture of continuing professional development for staff and faculty.*

- Provide periodic leadership and management training for department and unit heads.

Progress made: Office of the Provost staff assisted Eileen Goldgeier on the development of the Strategic Transformational Leadership Program. The inaugural series will begin in the 2012-13 academic year and is open to 42 SAAOs and department heads who have an institutional perspective in current leadership roles or who have increased responsibilities as a result of strategic realignment. In addition to offering an orientation program for new department heads, the Office of Faculty Development, together with the Office of General Counsel and Human Resources, have facilitated additional specialized training for department heads, with 18 participants this year.

*Renew commitment to a diverse university.*

- Recruit and retain a critical mass of diversity representation in students, faculty and staff.

Progress made:

- *General* - 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 connect diversity and multicultural education with a school's international and globalization efforts. Faculty Diversity Liaisons: In 2011-2012, four faculty from CHASS and CVM committed to work with OIED on targeted diversity initiatives including establishing new study abroad programs in West Africa, organizing the first Hispanic/Latino Faculty Forum for UNC system institutions, and developing a national diversity advisory board for OIED.

- *Students* - 2020 Enrollment Plan includes strategies to develop a diverse student body. 2012 was the inaugural year of the Chancellor's First Year Leadership Program (cohort of 48 students), which identifies and nurtures promising first year students with the goal to improve participants' self-efficacy, self-knowledge and leadership abilities.
- *Faculty/Staff* - Faculty Excellence Program cluster search committees are consulting with Office of Institutional Equity and Diversity to recruit diverse candidate pools and recent dean searches have incorporated narratives from the ADVANCE program and have generated diverse candidate pools.

*Enhance institutional pride.*

- Communicate internally and externally the success of our students, faculty and staff.

Progress made: Ongoing efforts underway to share the successes of the NC State community through the assistant to provost for internal communications and through University Communications. Faculty Excellence recruitment efforts are providing key opportunities to showcase innovative faculty and projects to external audiences and the University Faculty Scholars program will provide new opportunities to showcase and reward rising faculty talent inside and outside the campus community.

## **IMPROVE INSTITUTIONAL EFFECTIVENESS WHILE GROWING & REALIGNING RESOURCES**

*Develop and implement procedures for regular review of academic programs' efficiency and contributions to the university's mission and goals.*

- Review quality and efficiency of academic programs through an ad hoc, intensive campus-wide program evaluation.

Progress made: The Review of Academic Programs (Academic Effectiveness and Efficiency) Task Force, meeting since July, determined metrics and distributed central data to departments/programs for review, solicited additional qualitative info from

departments/programs, and is currently preparing program, college and university-level recommendations. Preliminary task force results were presented to the Board of Governors in April 2012.

*Improve processes for providing support to the research enterprise.*

- Develop and implement standard approaches for administrative processes such as start-ups and cost-sharing.

Progress made: Together with the vice chancellor for finance and business and the vice chancellor for research, innovation and economic development, implemented a centralized faculty start-up and retention funding requests process that utilizes a central pool of funds to cover approximately 25% of costs with the colleges/units covering the remaining 75%.