

## OFFICE OF THE PROVOST • 2011-2012 ANNUAL REPORT

### ANNUAL PROCESSES

**Budget:** With the vice chancellor for finance and business, Provost Arden administered the FY 2011-2012 budget which resulted in a 15% reduction (\$80 million) in the state appropriated budget. Key efforts undertaken this year related to the budget include: performance-based funding initiative for UNC-General Administration; enrollment projections and funding requests; and tuition requests (Campus Initiated Tuition Increase (CITI) and Catch-up Tuition Request).

**Reappointment, Promotion and Tenure:** The 2011-2012 cycle resulted in 34 faculty reappointments and 100 faculty approved for tenure and/or promotion.

**Faculty Retention and Recruitment:** The Office of the Provost assisted and coordinated numerous key faculty retention efforts across multiple colleges. Two new strategic initiatives were implemented this year - the Chancellor's Faculty Excellence Program, a key recruitment effort to attract scholars in strategically important areas, and the University Faculty Scholars Program, a key retention effort to recognize and reward emerging academic leaders among our faculty. See more details on these new programs below under Major Initiatives.

### **College and Unit Leadership:**

Reviews: Leadership reviews were conducted for senior vice provost for academic outreach and entrepreneurship (evaluated as leader of Distance Education and Learning Technology Applications), vice provost for international affairs, and vice provost for the NCSU Libraries.

Searches: Successful national searches were completed for dean of the College of Veterinary Medicine (Paul Lunn), vice chancellor and dean for the Division of Academic and Student Affairs (Mike Mullen), and dean of the College of Natural Resources (Mary Watzin). The College of Agriculture and Life Sciences dean's search is nearing completion. (Update: Rich Linton was named the new dean of CALS in mid-July 2012.)

Staff changes: Named Duane Larick as senior vice provost for strategic initiatives (Reporting Units: Enrollment Management and Services, Institute for Advanced Analytics, Biotechnology Program, STEM Initiative, International Affairs, Graduate School), named Tom Miller as senior vice provost for academic outreach and entrepreneurship (Reporting Units: Continuing Education, DELTA, Engagement and Outreach, Entrepreneurship Initiative), named Terri Helmlinger Ratcliff as interim vice provost for outreach and engagement, and named Margery Overton and Laura Severin as part-time special assistants to the provost for FY 2012-13 in support of strategic initiatives. It was also announced that Senior Vice Provost Duane Larick will take a one-year leave of absence from his position as dean of the Graduate School to focus on strategic initiatives within the Office of the Provost, with Rebeca Rufty appointed to serve as acting dean in his absence. Key retirements this year included Vice Chancellor for Student Affairs Tom Stafford, Dean of the Division of Academic Undergraduate Programs John Ambrose, and College of Agriculture and Life Sciences Dean Johnny Wynne. Upon Dean Wynne's retirement, Sylvia Blankenship was named interim dean of CALS.

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

Brief reports from the Office of the Provost units which were not requested to submit individual annual reports to the Chancellor are included in Appendix A.

### *Vice Provost Units Included*

Distance Education and Learning Technology Applications (DELTA)

Division of Enrollment Management and Services

The Graduate School

McKimmon Center for Extension and Continuing Education

Office of Faculty Development

Office for Institutional Equity and Diversity

Office of International Affairs

Office for Outreach and Engagement

### *Other Units Included*

Biotechnology Program

Entrepreneurship Initiative

Institute for Advanced Analytics

Science, Technology, Engineering and Math (STEM) Initiative

Shelton Leadership Center

University Planning and Analysis

### **MAJOR INITIATIVES**

**Reaffirmation of Accreditation by SACS:** Preparations began for NC State's reaffirmation of accreditation by the Southern Association of Colleges and Schools (SACS) in 2014, with Provost Arden serving as chair of the NC State SACS Leadership Team, and University Planning and Analysis (UPA) guiding the significant campus-wide preparations for the review. UPA Director Karen Helmis the administrative lead on this project, with Pat Spakes, former chancellor of University of Washington at Tacoma, hired by UPA to serve as assistant director for accreditation. More than ninety compliance reports have been assigned for completion by the end of FY 2012-13. Additional details on the accreditation process are available at [accreditation.ncsu.edu](http://accreditation.ncsu.edu).

**QEP Topic Selection:** A key component of the accreditation process is the development and implementation of a Quality Enhancement Plan (QEP). After an extensive process beginning in early fall 2011 that included consultations with faculty, staff and student senates, deans, vice chancellors and vice provosts, as well as campus focus groups held on several topics, *Critical and Creative Thinking* was chosen as QEP topic and the QEP Steering Team has been named.

**2020 Enrollment Plan:** The 2020 Enrollment Plan was developed by a cross campus group, coordinated by University Planning and Analysis. The plan incorporates slower overall growth than previous plans, with total student population at 37,000 by 2020, and suggests strategies for actively managing the university's enrollment to achieve the following aims: improve the quality

and standing of NC State's academic programs; and ensure sufficient access for North Carolinians to programs that are relatively unique in the UNC system, while emphasizing competitive excellence in programs offered by other campuses. Consistent with NC State's strategic plan, this long-range enrollment plan calls for changes in the composition of its student body, notably expanding the proportion of graduate and professional students particularly at the doctoral level. Among undergraduates, the plan will increase transfers and non-NC residents, and facilitate their transfer among colleges. Growth will be managed in a way that maintains the university's strength in science and technology while honoring its commitment to excellence in a comprehensive range of disciplines, particularly those that enrich our responses to the grand challenges facing society. The Division of Enrollment Management and Services has moved quickly toward implementing the new enrollment plan and indicators for the current admissions cycle suggests that significant progress has been made toward its goals. The 2020 Enrollment Plan is available online at [www2.acs.ncsu.edu/UPA/enrollmentplan/2020\\_enrollment\\_plan.htm](http://www2.acs.ncsu.edu/UPA/enrollmentplan/2020_enrollment_plan.htm).

**Division of Academic and Student Affairs:** The implementation of the merger of the Division of Student Affairs and the Division of Undergraduate Academic Programs began in earnest this year. The implementation team, co-chaired by John Ambrose, Tom Stafford and Jo-Ann Cohen, met during the summer and fall, delivering their final report to the provost in late October. The provost accepted their report, with modifications in December. The new Division of Academic and Student Affairs (DASA) will have four subdivisions: Academic Programs and Services (to be led by Jose Picart); Arts NC State (to be led by Alex Miller); Campus Life (to be led by Tim Luckadoo); and Student Development, Health and Wellness (to be led by Lisa Zapata). In March 2012, with a few exceptions, all programs in the Division of Student Affairs and the Division of Undergraduate Academic Programs moved into place within the four DASA subdivisions. The new division officially comes online July 1, 2012. Vice Chancellor and Dean Mike Mullen was recently hired to lead DASA and is slated to arrive on campus in August 2012. More information on the new division is available at <http://dasa.ncsu.edu>.

**Chancellor's Faculty Excellence Program:** At his forum in September, the chancellor announced a faculty-hiring initiative, the Chancellor's Faculty Excellence Program, and a \$5 million fund was set aside to partner with the academic colleges in this effort. The goal of the program is 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 to the Office of the Provost in December. Proposals were reviewed by a selection committee made up of key faculty from all ten colleges and led by Duane Larick and Terri Lomax. 17 proposals were selected in 12 cluster areas: Bioinformatics; Data-driven Science; Digital Transformation of Education; Environmental Health Science; Forensic Sciences; Genetic Engineering and Society; Geospatial Analytics; Global Environmental Change and Human Well-Being; Innovation + Design; Personalized Medicine; Synthetic and Systems Biology; and Translational Regenerative Medicine. 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. More information on the Chancellor's Faculty Excellence Program is available at <http://provost.ncsu.edu/special-initiatives/chancellors-faculty-excellence/>.

**University Faculty Scholars Program:** In March, the chancellor announced the University Faculty Scholars Program to recognize and reward emerging academic leaders among our faculty (up to 20 tenured or tenure-track faculty each year). Faculty selected through the program will, for a five-year period, carry the title University Faculty Scholar and receive a \$10,000 annual supplement, which may be used for supplemental salary or programmatic support. The Office of the Provost has approved all college-level nomination procedures, named an administrative advisory committee composed of senior faculty from each college to review nominations, and set a timeline for the nomination and review process for the 2012-13 academic year. The inaugural group of University Faculty Scholars will be named in early November 2012. More information on the University Faculty Scholars Program is available at <http://provost.ncsu.edu/special-initiatives/university-faculty-scholars/>.

**College of Sciences:** Based on review of the final report of the Academic Science Program Task Force and further consultation with faculty, the provost recommended in April that PAMS be replaced with a broader, more comprehensive College of Sciences (COS) which will include physical/chemical sciences, mathematical and statistical sciences, biological sciences, and earth system sciences, to be implemented by July 2013. As part of the creation of this new college, the undergraduate biological sciences program and the faculty charged with the delivery of that mission will move from the College of Agriculture and Life Sciences to the new COS. The movement of additional biological and life sciences faculty/programs from CALS to COS will be assessed on an individual faculty/program level. It is also possible that faculty within the realm of earth system sciences may relocate from multiple colleges to COS. Planning and Implementation: Provost Arden is leading the COS Steering Committee which is tasked with determining the most appropriate administrative structure for the new college and determining a process for identifying which faculty and academic programs will move to the new college. Overall, the focus is on an outcome that results in a strong COS and a strong CALS with complementary but not duplicative programs. The COS Steering Committee began meeting in May and plans to deliver a report before the end of the fall 2012 semester. Implementation teams (Academic Programs, Personnel and Policy; Budget and Finance; Student Support; Space; Infrastructure and Shared Resources; and Communications, Development and Alumni Relations) will begin their work as key decisions are made by the Steering Committee. Additional details about the College of Sciences are available at [www.provost.ncsu.edu/special-initiatives/college-of-sciences](http://www.provost.ncsu.edu/special-initiatives/college-of-sciences).

## **STRATEGIC PLANNING AND REALIGNMENT**

**Strategic Planning:** In summer and fall 2011, Provost Arden developed an Implementation Plan and Metrics document with the assistance of Margery Overton, co-chair of the Strategic Planning Committee, five Implementation Planning Teams and University Planning and Analysis. The Implementation Plan and Metrics are available at [info.ncsu.edu/strategic-](http://info.ncsu.edu/strategic-)

[planning/overview/implementation-planning/plan-and-metrics](#). Actions and initiatives listed in the implementation plan are cross-referenced to which of the five strategic goals they support, often mapping to multiple goals. Timelines and budgets of key initiatives are being refined and targets are being set for metrics. See Appendix B for progress made on specific initiatives assigned to the provost and listed to begin in FY 2011-2012. In spring 2012, all Office of the Provost units were asked to submit unit-level strategic documents (revisions to unit strategic plans, key unit priorities and funding requests, and barriers to reaching unit goals) for review.

**Strategic Realignment:** A significant amount of progress was made this year on several efforts outlined in the *Recommendations for Strategic Realignment to Increase Organizational Efficiency and Effectiveness* presented to Chancellor Woodson in March 2011. Initiatives which fell under the purview of the provost are listed below.

Administrative Consolidation and Realignment: The Office of Equal Opportunity and the Office of Diversity and Inclusion were consolidated into the Office of Institutional Equity and Diversity. The Office of Extension, Engagement, and Economic Development was discontinued and continuing education (including McKimmon Center operations); outreach, engagement and leadership programs (including the Shelton Leadership Program and military education programs); and university-wide coordination of extension activities were moved into the Office of the Provost. As mentioned earlier, implementation began on the merger of the Division of Student Affairs and the Division of Undergraduate Academic Programs into the new Division of Academic and Student Affairs, with the merger officially completed on July 1, 2012.

Review of Academic Programs: The Academic Science Program Task Force presented its final report in March. Based on review of the final report and further consultation with faculty, the provost recommended that PAMS be replaced with a broader, more comprehensive College of Sciences. The Review of Academic Programs (Academic Effectiveness and Efficiency) Task Force is nearing completion of its work and will soon present a draft report and recommendations. Work is underway on a new academic planning model. Key recommendations

of the Summer Sessions Task Force (new flexible length sessions) and the Distance Education Task Force (new tuition and fee model) are being implemented for summer and fall 2012, respectively.

## **CONCLUSION**

2011-2012 has been a challenging year. Faced with a significant budget shortfall and the continuing decline of state-appropriated funding, we have been very deliberate when deploying resources within the academic core of the university. However, NC State's Strategic Plan, and not simply fiscal concern, has been our primary driver. We have consolidated with an eye towards improving student success, merging Student Affairs and Undergraduate Academic Programs to better serve and support our student body. We have invested strategically to facilitate faculty excellence, implementing programs to recruit and retain top talent. We have examined academic science programs in light of society's grand challenges, determining the need for a comprehensive College of Sciences. So while it has been a challenging year, it has also been a transformational year, and the Office of the Provost remains focused on the continued implementation of the Strategic Plan in the years ahead.