

HIGHLIGHTS FROM VICE PROVOST UNITS**Distance Education and Learning Technology Applications (DELTA):**

Program Statistics Academic Program and Course Development: Collaboration with faculty provided support for large course redesign projects in six gateway courses, blending online and classroom learning to optimize learning outcomes. DELTA grants supported ten new course development projects in high demand subjects to help students make progress toward degree. Program development support launched three new graduate certificates and one new graduate degree to facilitate online access to learning opportunities, and supported three additional certificates in development. Training and Support: Disseminated best practices in creating and teaching online courses, including evaluation of seven courses using the Quality Matters rubric, development of instructional videos on course design redesign, and a summer workshop series with 207 faculty, staff, and graduate student participants. Testing Services: Output continued to expand with an average annual increase of 21%. In FY 14-15, 43,445 exams were proctored at two NC State locations, with another 4,511 exams arranged at remote locations. Addressing Workforce Needs: Eleven environmental scans were conducted to gauge demand for new and ongoing certificates and degrees and to identify enrollment barriers. Strategic marketing initiatives were initiated and developed for 14 DE programs. Identified DE programs that meet state and national career and employment growth trends to correlate access to learning opportunities with a career path. *Initiatives* Implementation of New Technologies: The launch of My Mediasite facilitated options for anytime, anywhere recordings of course content and review sessions, accessible by students via mobile devices. Implementation of gamification elements to reinforce basic concepts and facilitate interaction included the launch of the Trot to Trophy learning game for ANS 110 and a Moodle gamification module for PRT 266. The use of 360 degree photography to show entire indoor or outdoor environments was piloted in a food security course and a land management course. Wolfware Outreach was created as a university-wide, enterprise-level learning management system platform and service to support outreach and engagement non-credit activities in collaboration with Academic Outreach and Entrepreneurship and the Office of Information Technology.

Staff John Gordon, broadcast and emerging media manager, received the Media Communications Association-International Media Festival's highest honor Gold Reel award in the editing category. DELTA staff also won several Silver Reel and Bronze Reel awards in recognition for videos that demonstrated their creativity and advancement in technical applications. Adalia Ann Jessica Sova joined DELTA as assistant vice provost for business operations.

Recommendations/Concerns Resolution of the DE tuition differential posed challenges for some DE programs, necessitating marketing and recruitment efforts to enroll unique DE students. Changes proposed by the Budget Restructuring Task Force may mean additional challenges that could affect our ability to offer access to quality educational opportunities to students wherever located. Continued campus student demand for DE courses constrains our ability to provide capacity for unique DE students; without the funding generated by those unique DE enrollments we will have fewer resources to offer seats and sections.

Division of Enrollment Management and Services (EMAS):

Program Statistics Recruitment efforts within the state and beyond have led to the most academically prepared freshman class in the university's history. Projected average SAT, for example, is 1251.

Admitted class is expected to have 48% female students, which is the highest on record, and have 73% of students classified as "white", which would be lowest on record, suggesting gains in overall student diversity.

Initiatives Expanded efforts to increase recruitment and yield of underrepresented minority students:

Developed Native Education Forum, which is being held during Summer 2. Program will have 24 Native American high school juniors and senior staying on-campus taking a college-credit class taught by a Native American faculty member. Hosted Pack Preview events for URM and first-generation students in four cities with 972 individuals in attendance. Developed new materials for first-generation students - "Road Map to College" for prospective students and "1st Generation Guide" for admitted students.

Expanded international recruitment and yield activities: Visited Washington, D.C. embassies of countries that sponsor undergraduate students to study in the United States. Signed an MOU with Embassy of Oman and enrolled nine sponsored students. Recruited in China, India, Korea, Bangladesh, Saudi Arabia, UAE, Jordan, Morocco, Bahrain, Qatar, and Kuwait. Held admitted student events in Delhi and Bangalore, India; as well as, Shanghai, Beijing, and Hangzhou, China. Continued focus on domestic, out-

of-state recruitment: Targeted 19 states for recruitment: California, Connecticut, Florida, Georgia, Illinois, Maryland, Massachusetts, Minnesota, New Hampshire, New Jersey, New York, Ohio, Oregon, Pennsylvania, Tennessee, Texas, Virginia, Washington, and Wisconsin. Visited 147 out-of-state high schools, and used Skype at additional schools. Enhanced efforts to recruit transfer students and improve their success at NC State: Created a Transfer Admissions Center at Joyner Visitor Center, which is staffed with Admissions personnel; 700 students visited in 2014. Created Degree Pathways that map community college coursework to NC State degree completion. Changed transfer admissions processing to improve timing of decisions, so that students could be advised more appropriately. Parent and Family Services: Integrated Parent and Family Services into EMAS; expanded parent visitation event participation by one-third and created new events like “Sibling Day” and First-Generation Picnic. Student Success One-Stop: Began implementation of the virtual Student Success One-Stop with an anticipated late-Fall release; conducted a space study to inform options for the physical One-Stop. Consolidated campus timetables: Created a new campus timetable for class meeting patterns that consolidates Centennial and Main Campus class times; this should make scheduling easier for students, improve classroom utilization, and facilitate innovation in pedagogy. PEP work program: Created a campus work program in partnership with the Office of the Provost (Provost’s Professional Experience Program - PEP) to be implemented in Fall 2015 and administered through the Office of Scholarships and Financial Aid. Internal transfer: Convened a taskforce to look at centralization of Change of Degree Application (CODA), which included development of guiding principles. As of June 2015, the CODA process is centralized within EMAS and has been working well; some changes to college requirements are already being proposed. New policies: Developed new suspension and satisfactory academic progress policies that align campus policies with federal financial regulations to improve student outcomes.

Recommendations/Concerns While many enhancements have been made within the division, EMAS continues to seek ways to improve the student experience. New positions are needed to coordinate 1) Summer School and CODA and 2) Non-Traditional Programs. Funding for a physical One-Stop shop also needs to be planned, primarily for one-time facility renovations as personnel needs will be mostly reallocated from existing sources.

Office of Faculty Development (OFD):

Program Statistics New Faculty Orientation: 24 new faculty members from nine colleges attended the orientation in August 2014. Workshops: OFD held more than 40 workshops on a range of topics focused on teaching and learning, faculty career development, and community engagement, with a total of over 650 registered participants. Symposium of Teaching and Learning: OFD hosted the annual symposium which included a keynote address by author Linda Nilson, a poster session with 30 faculty presenting and an awards luncheon with 125 attendees. Thank-a-Teacher: Students sent in 747 submissions in 2014-15 to thank faculty who have had a positive impact on them as students. Recipients were honored at fall and spring receptions. Scholarship of Teaching and Learning (SoTL) Institute: OFD offered the (SoTL) Institute in May 2015. This year, the Institute hosted 12 scholars in developing SoTL scholarship through 3-days of intensive workshops and a series of follow-up meetings during the upcoming year. Other programming: In collaboration with the vice provost for faculty affairs, the OFD staff supported a number of leadership development opportunities for faculty and department heads. These include Leadership for a Diverse Campus (12 participants), the sixth workshop growing out of the NSF ADVANCE grant designed to identify and support emerging leaders, Orientation for New Department Heads (9 participants) and brown bag discussions for department heads (14 participants).

Initiatives This year saw some significant changes from the previous academic year because of feedback from OFD's faculty clients. A new intensive institute on the scholarship of community engagement was implemented, the timing of workshops sessions was altered to better accommodate class schedules, and OFD led the QEP implementation team in the development and implementation of a comprehensive evaluation of faculty development efforts related to the program. Community Engagement Institute: The development and implementation of the Community Engagement Institute is a big step in solidifying the OFD's commitment toward supporting engagement at all levels. In addition, the Community Engaged Faculty Fellows (CEFF) have been more closely supported over the past year, resulting in a more active group and new inductees. This year, the CEFF selected four new members: Kate Annett-Hitchcock (Textile and Apparel, Technology & Management), Willa Casstevens (Social Work), Diane Chapman (Leadership, Policy, and Adult & Higher Education) and Jay Levine (Population Health & Pathobiology). *Staff* Vice Provost for Faculty Affairs Betsy Brown retired at the end of June; after a successful search, Katharine Stewart was appointed as the new vice provost for faculty affairs.

Office for Institutional Equity and Diversity (OIED):

Program Statistics The Equal Opportunity Institute: EOI is a unique program designed to bring together students, faculty, staff and community members under the common goal of understanding equal opportunity and enhancing cultural competence. Registration for EOI hit record numbers in the past year and continued growth is expected. Diversity Education Week: This year's events connected with NC State's "Think and Do" motto. The week saw increased community participation, highlighting diversity at the university by incorporating nearly two dozen high-quality interactive and student-driven programs.

Building Future Faculty: The BFF Program, designed to help and encourage aspiring faculty from diverse backgrounds and disciplines to prepare for a faculty career, had 34 participants this year. Diversity Digest: OIED's weekly e-newsletter was redesigned and increased its subscriber base from 803 to 1165, a 45.1% increase over last year. University Diversity Mini-Grant Awards Program: OIED sought proposals from faculty and staff for the implementation of diversity and inclusion initiatives and research projects that further NC State's academic mission. Nine proposals were awarded, totaling \$23,097.

Initiatives Relocation of campus community centers: With the completed renovation of the Talley Student Union, three of the campus community centers -- the GLBT Center, Multicultural Student Affairs, and the Women's Center -- are now located in the expanded student union. OIED is hopeful that having the centers in close proximity to each other, and in the hub of student activity, will create new synergies and collaboration in programming, more efficient use of resources, and more student participation. Staff initiatives: Two new affinity groups (Latin@ Student Support Network and Asian/Asian American Community) were formed, and a major web-based program (Connect with NC State) was created by the Staff Diversity Advisory Board to provide easy access for all university employees to attend traditional events and visit special locations that exemplify the welcoming, inclusive institution that NC State is. At Home in the World: This student organization grant program, co-sponsored by OIED and the Office of International Affairs, supported the creation of new/significantly-enhanced co-curricular programs, events, and activities which collaboratively promote cross cultural understanding and competencies. Civil Rights Alternative Service Break: Multicultural Student Affairs, the Women's Center, and the Center for Student Leadership, Ethics and Public Service partnered to offer a Civil Rights Alternative Service Break experience. The Fall Break service trip included site visits and volunteering opportunities to the Greensboro Civil Rights Museum, NC A&T University, and the MLK birthplace site.

Staff Vice Provost for Institutional Equity and Diversity Joanne Woodard retired in June after 30+ years at NC State; Amy Circosta was named interim vice provost.

Recommendations/Concerns Recommendations for OIED in the upcoming year include 1) consideration of the OIED structure moving forward, and possible modifications to further enhance synergies realized by bringing diversity- and equity-related units under one department; 2) identification of resources to address the university's critical diversity and equity needs; and 3) discussion of a collaborative strategy to broaden the responsibilities of individuals and units in meeting the university's diversity goals.

Office of Institutional Research and Planning (OIRP):

Program Statistics Data and consulting requests: OIRP responded to almost 200 ad hoc information requests and completed more than 70 cyclical reporting projects, ten major campus-wide survey administrations and numerous other data collection activities during a period of significant staff turnover and leadership change.

Initiatives SACSCOC Accreditation: OIRP provided the organizational framework and crucial documentation for the decennial compliance certification process, culminating in a Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) reaffirmation of accreditation on December 4, 2014. Enrollment projection tool: Created an online environment for collection of biennial enrollment targets from the colleges and for concomitant year-round access to enrollment trend displays for ongoing planning activities. Institutional data profiles online for college annual reviews: This newly-developed summary report allows for the online viewing and download of college metrics over a ten-year period. It has demonstrated proof of concept for new initiatives in the coming year to deploy additional online datasets for other institutional planning and evaluation exercises (e.g., department evaluations, academic program review). New survey regulation and SOP: A new regulation and SOP were developed in order to reduce over-surveying of members of the NC State community, which is having a negative impact on the ability of the university and its various units/divisions to use surveys and survey data to provide sound metrics for accreditation, strategic planning, program assessment, and other essential university-related functions. Documentation of faculty credentials: In summer 2014, the university adopted a new regulation and standard operating procedures for justifying, approving, and documenting faculty credentials including transcripts and other evidence of professional achievement. The regulation and SOP were developed to ensure compliance with standards established by the university's accreditor,

SACSCOC. A campus task group led by OIRP in spring 2015 developed recommendations for a workflow strategy, technical solution and reporting strategy to create and manage a central repository for faculty credentials. Repository for engagement activities: Worked with the Office of Outreach & Engagement to develop an accessible repository of NC State engagement activities to highlight the University's commitment to service and to disseminate engagement findings and outcomes in ways that are meaningful and useful.

Office of International Affairs (OIA):

Program Statistics Events: Organized over 20 global campus-wide events for faculty, staff, and students impacting nearly 58,000 people including the International Zone at Packapalooza and International Education Month. Study Abroad: NC State increased overall study-abroad participation by 6% compared to the previous year, and study abroad participation by racial/ethnic minority students increased 44% in the past three years through the At Home in the World initiative. International enrollment: International enrollment at NC State increased by 10.5% (3,774 in Fall 2014 vs 3,413 in Fall 2013), with students coming to NC State from more than 117 countries. NC State ranks 1st in the state and 38th nationally in international student enrollment. Support for faculty international activities: OIA funded six Internationalization Seed Grant Proposals (out of 21) for a total of \$30,000; seven research collaboration proposals (out of 13) for a total of \$60,000 for the University Global Partnerships Network; five research collaboration proposals (out of 29) for a total of \$50,000 for the University of Adelaide. With FAPESP (Fundação de Amparo à Pesquisa do Estado de São Paulo) funding, four proposals were funded for the collaborative research between NC State faculty and collaborators in the State of São Paulo. OIA units also made significant progress in leading and facilitating faculty for international grant development, obtaining a total of \$800,000 from multiple foundations and sponsored programs, and assisting on a \$1.5 million grant for the College of Education.

Initiatives International partnerships: OIA facilitated the signing or renewal of 25 MOU and agreements with a focus on more strategic partnerships; hosted 35 delegations for a total of 148 visitors who met with faculty and university leaders, conducted research seminars and workshop sessions; and strengthened the University Global Partnership Network (UGPN) by hosting the UGPN Conference at NC State in March 2015. Increasing Study Abroad participation: OIA developed three new initiatives to further increased study abroad enrollment: 1) joined the Generation Study Abroad national campaign with an

aspiration goal to contribute by increasing both overall and underrepresented enrollments by 50%, 2) awarded President Obama's 100,000 Strong in the Americas grant to increase study abroad participation and strengthen strategic partnerships in Costa Rica, and 3) awarded a French Embassy grant "Transatlantic Friendship & Mobility Initiative" to increase study abroad/student exchange with France. *Awards/Accolades* NAFSA, the Association of International Educators presented NC State with the 2014 Senator Paul Simon Award at a November 2014 ceremony in Washington, D.C. and profiled NC State in the 2014 edition of *Internationalizing the Campus: Profiles of Success at Colleges and Universities*. OIA recognized 18 faculty nominees and seven award recipients at the 5th Annual Global Engagement Exposition for excellence in global engagement in multiple categories.

Office for Outreach and Engagement (OEO):

Initiatives Tracking NC State engagement activity: OEO worked with OIRP to develop an accessible repository of NC State engagement activities and initiatives to use as a foundation to highlight the scope and depth of NC State's commitment to engagement. APLU CICEP meeting: OEO planned, organized and conducted Association of Public and Land-grant Universities Commission on Innovation, Competitiveness and Economic Prosperity summer meeting at NC State on behalf of the chancellor in May/June 2015. The event shared best practices in economic development, technology transfer and entrepreneurship to help higher education institutions build partnerships with government, industry, research and economic development organizations. O&E awards ceremony: The unit held the annual Outreach and Engagement awards ceremony in April 2015 at the McKimmon Center. The event, attended by 225 people, represented the breadth of university outreach activities and featured the presentation of 16 service-related awards. Carnegie community engagement classification: The Carnegie Foundation for the Advancement of Teaching recognized NC State's continued culture of student service and engagement by again classifying the university as a community engaged institution. A committee of 24, chaired by Vice Provost for Outreach and Engagement Terri Helmlinger Ratcliff and University Distinguished Professor-at-large Emeritus Ellis Cowling, spent three months assembling information to submit the re-classification application in April 2014. Since 2006, the committee reports that NC State students, faculty and staff have completed more than 65,000 hours of community service New strategic plan: OEO unveiled a new strategic plan, "The New Engagement: A Bold Statement of Colliding Concepts Transcending Traditional Solutions," in March 2015. The plan includes a targeted approach to outreach

and engagement that: focuses on resources, eliminates duplication, harnesses valuable expertise, analyzes gaps and facilitates opportunities for stronger partnerships.

Awards/Accolades Mary Haskert (Psychology) and Francis de los Reyes (Civil, Construction and Environmental Engineering) were awarded the University's 2015 Alumni Outstanding Extension Awards. NC State was named to the 2014 President's Higher Education Community Service Honor Roll which recognizes institutions of higher education that support exemplary community service programs and raise the visibility of effective practices in campus community partnerships. The APLU named NC State, along with three other universities, as a winner in its second annual Innovation and Economic Prosperity Awards program. NC State was singled out for the "Place" award, given in recognition of "its reinvention of the very notion of what a research park should be."

McKimmon Center for Extension and Continuing Education:

Program Statistics As a unit, 3,332 events (increase from 2,632 for FY 13-14) were held and 241,991 participants (increase from 232,630 for FY 13-14) attended these events. McKimmon Conference and Training Center: MCTC increased its private sector business by 13% over last year, serving companies such as Danis Construction, Time Warner Cable, Neely, Brien, & Wilson Law Firm, SoftPro, Radiant Logic, and Aloft Raleigh. \$189,645 of additional revenue was received by MCTC for meeting space and equipment rental. Office of Professional Development: OPD shared a total of \$500,064 with 19 clients (both campus and off campus) who hired OPD for events management services, which is an increase of \$84,173 over 2013-2014. The Certificate of Social Media Management, offered by Technology Training Solutions, sold out each of the six times it was offered to 62 participants and generating revenue of \$43,090. Customized, Contractual Education: CCE sold specific training programs to 21 organizations (same number as FY 13-14) for 2,070 participants (increase of 35% from FY 13-14) with gross revenues of \$148,073. Center for Urban Affairs & Community Services: The Center was awarded 11 contracts totaling \$22,431,234 and continued their 23 year partnership with NC Department of Public Instruction statewide testing and accountability program. Osher Lifelong Learning Institute: OLLI met its membership, enrollment and fundraising goals by the end of June 2015, with 1,525 members (9% increase over previous year); \$30,593 (13% of members gave) in donations; and offered 99 short courses with an enrollment of 3,814 (compared to 100 short courses with an enrollment of 3,721 for FY 13-14) Upper Coastal Plain Learning Council: The Council impacted K-12 youth development in eastern NC by

increasing its school year offerings and expanding its summer enrichment camps from 10 to 11 camps. Sixty-three local teachers were provided supplemental employment and 40% of registered students were of minority status.

Staff Seven employees of Marketing, OPD, and MCTC earned the Certified Program Planner Designation this fiscal year from the Learning Resources Network.

Recommendations/Concerns The challenges for this unit continue to be the ability to offer continuing education and professional development programs as an integrated division without excessive restraints from the university. The unit functions within a primarily self-supporting environment and relies on its programmatic and management expertise to thrive. We compete daily, not only with external competitors, but also internally with other campus units.

NCSU Libraries:

Program Statistics Research collections: There were over 14 million total uses of the collection this year, 9% more than last year. Fundraising: Raised \$2,498,471 in gifts and new commitments, 7% more than in 2013/14, and increased cash/equivalent gifts (including bequests) by 275%. Significant gifts include a \$750,000 bequest expectancy and a \$333,000 grant from the Andrew W. Mellon Foundation.

Initiatives Alternative Textbook Project: Launched project this year, saving students more than \$200,000/semester. D. H. Hill Makerspace: Opened new Makerspace in the D. H. Hill Library, offering 3D printing and digital fabrication. Space/service utilization: Increased collaborative study spaces and seating at the D. H. Hill and Hunt libraries and created a single service point (Ask Us center) in the D. H. Hill Library. Based on the success of the Faculty Research Commons at the Hunt Library, work is underway to create a new Faculty Research Commons at D. H. Hill, with completion estimated in early 2016.

National leadership: The Libraries are leading national, collaborative efforts to curate unique digital scholarly content and provide access to it for researchers. As part of a national strategy for long-term preservation, the Libraries is a founding member of the Academic Preservation Trust, a node of the national Digital Preservation Network.

Awards/Accolades The “21st-century” Hunt Library was featured in NC State’s Innovation and Economic Prosperity University “Place” Award from the APLU and won the Architizer’s “A+ Popular Choice Award,” Digital Humanities Awards “Best DH Data Visualization” (Virtual Paul’s Cross Project) and the Urban Land Institute’s Triangle “J.W. Willie York Award for Innovation.”

Staff Major appointments: Several key appointments were made this year - Steven Morris as associate director for the Digital Library; Hilary Davis as head of Collection Management and director of Research Data Services; Leia Droll as executive director of Development; Mike Nutt as director of Visualization Services; Chris Tonelli as director of Communication Strategy; and Joseph White as director of Finance and Business. *Accolades:* Patrick Deaton, associate director for Learning Spaces and Capital Management, participated in the highly selective 2013-15 Association of Research Libraries Leadership Fellows Program. Maria Collins, head of Acquisitions and Discovery, won the American Library Association's "Ulrich's Serials Librarianship Award." Adam Rogers, Emerging Technology Services librarian, won the Library Journal "Movers and Shakers" Award. Rob Rucker, head of Research and Information Services, was selected to attend the CLIR/EDUCAUSE Leading Change Institute.

Recommendations/Concerns Moving forward, the Libraries' most critical challenges involve growth capacity in our facilities for both users and collections, sustaining a strong research collection in the face of ongoing inflation and declining budgets, and maintaining staff size and capability to meet the university's changing needs.

HIGHLIGHTS FROM OTHER OFFICE OF THE PROVOST UNITS

The Graduate School:

Program Statistics Thesis and Dissertation Support Services: TDSS offered 30 writing workshops and two Dissertation Institutes that were attended by approximately 650 students. Preparing Future Leaders: PFL offered 101 events with a total attendance of 2,131, including 1,530 graduate students, 588 postdoctoral scholars, and 13 other participants. Recruitment: The Graduate School managed recruitment awards, fellowships, and traineeships for 395 students in 26 fellowship/grant programs and partnered with the Gates Millennium Scholars Program and the Meyerhoff Scholars Programs, which funded student visitation programs. Dissertation Completion Grant: Of the 15 grantees, eight have graduated, three more have passed their defenses, two have scheduled defenses and one is expected to defend soon.

Graduate Student Research Symposium: The 10th annual symposium included 208 posters from 64 graduate programs, the most ever for the event. Diversity grants: Current grants include the Initiative for Maximizing Student Diversity, NIH (\$5.8 million), and Graduate Assistance in Areas of National Need Molecular Biotechnology, DOE (\$704,385).

Initiatives Improvements in Graduate School processes: Increased efficiency through the NextGen Graduate Appointment System, updates to the Graduate Faculty online admissions application review, the transition of the Graduate School staff from ApplyYourself to a new NextGen system and implementation of a new version of the Course Inventory Management system. Improving mentoring of graduate students: Created a digital tool to collect data on faculty mentors, sponsored mentoring workshops, established a mentoring speaker series, planned and funded an annual mentoring award, took steps toward evaluating graduate faculty status and developed best practices and expectations for advisors and advisees. Increasing fellowships: Hired full-time development officer and director of marketing and communication and produced a white paper on graduate fellowships.

Staff During the past year, the Graduate School lost seven employees and hired seven, including a senior associate dean, a development officer and a director of communication and marketing.

Recommendations/Concerns In light of recent directives to clean up vacant positions, the Graduate School needs to be allowed additional time for strategic hiring to fill the many openings we have. Recent hires at senior level will also require time and attention for training. Work is ongoing to upgrade the Graduate School website to comply with new university branding.

Biotechnology (BIT) Program:

Program Statistics Courses: In 2014-15, BIT saw total enrollments at 561 (compared to 540 in 2013-14), based on 408 different students (compared to 377 in 2013-14), for a total of 1689 CH taught (compared to 1511 in 2013-14). Molecular Biotechnology Training Program: June 2015 marked the end of Y15 of an NIH T32 Biotechnology Training Grant. BIT recently found out that NIH funded its renewal proposal for 2015-20.

Initiatives New courses: The BIT Program continuously reviews subject areas of modules it offers to remain current. Several new areas emerging have led to creation of new modules in 2014-15 (Yeast Metabolic Engineering, CRISPR Technology) and BIT plans to offer more new modules in 2015-16 (Mapping the Brain, Virus Biotechnology, Zebrafish, Image Analysis). Graduate certificate program: In February 2015, the Graduate School approved the outcome assessment plan for the Graduate Certificate in Molecular Biotechnology. Prior to this approval, certain graduate students (i.e., those in nonthesis programs and those with thesis areas not in the life sciences) could not pursue this certificate. The program will be officially announced and begin recruitment efforts Fall 2015. Changes to the BIT

undergraduate minor. Previously, a research experience (3 credits total) related to biotechnology was required for students pursuing the undergraduate BIT minor. In January of this year, BIT submitted a revision to the minor to provide students with the option to replace the research requirement with an additional 2 credit special topic laboratory module, plus a 1 credit professional development course. *Staff* Brought in Sabrina Robertson and Carlos Goller as new teaching assistant professors; Sabrina's expertise is in neurosciences and Carlos' is in microbial biology and microtechnology. Hired Thomas Lentz as a teaching postdoc; his expertise is in molecular virology. Melissa Srougi, a teaching postdoc with BIT, left to become an assistant professor at High Point University. Laura Ott completed her BIT teaching postdoc and joined the University of Maryland-Baltimore County as coordinator for a new NIH-funded educational program focused on undergraduate STEM disciplines.

Entrepreneurship Initiative (EI):

Program Statistics Membership: As of April 2015, the EI had 634 members (i.e. students on our mailing list), and of those, 491 had Garage access. This represents a 132% increase in student membership in just one year; female membership has increased, with young women representing more than 20% of members. Start-ups: Eleven Garage companies incorporated in 2015 and reflect the wide variety of ventures coming out of the program, including NicoTrax LLC, Hack and Smash Technology LCC, Undercover Colors and EmployUS. Courses: EI's course offerings continue to reach full enrollment. With two sections of EI 201: Introduction to Entrepreneurial Thinking offered, Fall 2014 course enrollments totaled 197 students resulting in 591 credit hours. This spring, 199 students were enrolled resulting in 597 total credit hours. Lulu eGames: This year in the Lulu eGames, 51 teams made up of 163 students competed in our first round of competition across three categories. In addition to our continued \$50,000 sponsorship from Lulu Publishing, Verizon approached us to sponsor a mobile app challenge, which became a separate competition track where more than \$10,000 in cash prizes were awarded to students. Silicon Valley Spring Break Trip: More than 60 students applied to attend, resulting in EI taking its largest group yet--18 students—on the trip.

Initiatives Entrepreneurs Village: The Andy and Jane Albright Entrepreneurs Living/Learning Village opened in August 2014 with nearly 40 students in the inaugural cohort, which ranged from freshmen to PhD students from a variety of disciplines. A grand opening celebration was held on September 2, with more than 300 people in attendance. The event marked the opening of the first Living and Learning

Village on Centennial Campus and the first named residential community at NC State--the result of a \$500,000 gift from Andy and Jane Albright El Garage: Relocated the El Garage to the first floor of Innovation Hall so that Village residents would have direct access to the Garage's meeting, prototyping and social spaces. Outreach: El created the "Entrepreneurship Thinkers and Doers" group in an effort to increase communication among different entities on campus as well as spur dialogue about new opportunities in the entrepreneurship landscape. The group is made up of more than 40 faculty and staff members who support and are involved in entrepreneurship and innovation across campus.

Staff Haley Huie joined the El as a program associate and Miguel Rufino (fall semester) and Tia Simpson (spring semester) joined the team as part-time Garage managers. Select achievements by El team members include: Jennifer Capps, director of Academic Programs, presented at the International Conference on Innovation and Entrepreneurship and Megan Greer, director, Communications and Outreach, was selected into the Leadership Raleigh program, a year-long program for business leaders across the community.

Institute for Advanced Analytics:

Program Statistics The past year marked the eighth cohort of Master of Science in Analytics students to graduate from the Institute. The Class of 2015 was selected from a pool of nearly 800 applicants, with an acceptance rate of just 12.8-percent. Admission was offered to one-hundred applicants to enroll 86 students. The Class completed 17 major projects with industry and government sponsors including AT&T, Cigna, John Deere, Eastman Chemical, Liberty Mutual, MetLife, and Volvo, and graduated to full employment, with the average student receiving three offers of employment and securing a record high median salary of \$95,000. The 2016 applicant pool grew 25 percent to 1,060. The Institute offered admission to 131 applicants to enroll 115 students—exceeding one hundred students for the first time.

Initiatives Relocation: In June, the Institute moved into a new facility on Centennial Campus (the newly opened Alliance Center), which will enable it to continue to expand MSA enrollment beyond 100 students beginning with the Class of 2016. Major gifts: The Institute received a \$4 million from a generous benefactor to endow three positions. Michael Rappa was named the Goodnight Director of the Institute for Advanced Analytics, and Christopher Healey, professor of Computer Science, was named the Goodnight Distinguished Professor of Advanced Analytics.

Science, Technology, Engineering and Math (STEM) Initiative:

Program Statistics Workshops: The Initiative offered a workshop on Flipping the Classroom that was attended by nearly 70 NCSU faculty and administrators. An international team of experts led the workshop, with help from Bob Beichner, Richard Felder and Barbi Honeycutt. Initiative members also worked with Eileen Goldgeier, NCSU General Counsel, on professional development workshops dealing with Identifying and Managing Conflicts of Interest that were offered to NCSU faculty/staff in our SCALE-UP rooms. QERL: The Initiative continues to maintain and update the state-of-the-art Qualitative Education Research Lab. Requests are received from researchers across the U.S. for equipment specifications and recommendations as they set up research facilities based on our design. Graduate student support: The Initiative provides financial support for graduate students in multiple departments, including funding their travel to present at conferences. In Physics alone, three Education Research graduate students (of which one had Initiative tuition support) earned their Physics PhDs this academic year, with a fourth defending in June. Outreach: Bob Beichner continued to receive visitors from around the world to discuss SCALE-UP implementation and he has given eight colloquium talks during the past academic year. He was the keynote speaker at an international conference entitled "SCALE-UP in the United Kingdom" in September, indicative of how successfully the approach has spread in that country. The number of domestic sites also continues to expand, with over 260 adopting institutions.

Initiatives Bob Beichner serves on the planning team for developing SCALE-UP classrooms to temporarily replace those lost when Harrelson Hall is demolished. Two brand new rooms in Cox Hall should be online before the end of the next academic year. Bob also continues to be involved with the Wake-NCSU Early College High School's SCALE-UP rooms and instruction and is supporting similar efforts across the state.

Shelton Leadership Center (SLC):

Program Statistics Shelton Leadership Forum: The 13th annual Forum in November 2014 had approximately 475 participants, with former US Secretary of Labor Elaine Chao and Dean Kamen, founder and president of DEKA Research and Development Corporation, as keynote speakers. Youth leadership programs: Over 3,500 K-12 students and 670 college students were trained or taught through youth leadership programs including the Shelton Challenge and franchises, a six-day residential experience to help students expand their knowledge and skills of what it takes to be a leader, and Project

YES (Youth Extension Service), a national internship program engaging college students in service to meet the needs of military families. Shelton Scholars: There were 31 Shelton Scholars at NC State this year supported through national, Shelton-Caldwell and affiliated scholarships.

Initiatives Shelton Delegates: The SLC established Shelton Student Delegates as a recognized student organization through the Division of Student and Academic Affairs. Shelton Challenge franchises: Launched a new Challenge franchise site at Hampden-Sydney College in Virginia and two new sites with UNITEC, Honduras. Leadership research and scholarship: Launched faculty/staff leadership research and scholarship groups in NC State colleges and departments through partnership with Brad Kirkman, head of the Management, Innovation, and Entrepreneurship Department in the Poole College of Management.

Staff Chris Hitch resigned as director of the Shelton Leadership Center, effective June 19, 2015; Debbie Acker was appointed interim director, effective July 1, 2015. Brad Kirkman was named the Shelton Distinguished Professor of Leadership.