

**APPENDIX B: 2014-2015 PROGRESS ON STRATEGIC INITIATIVES
IN FY 2015 - FY 2017 IMPLEMENTATION PLAN**

CULTIVATE EXCELLENCE AND CONTINUE INVESTING IN AREAS OF EMPHASIS

INITIATIVE: Enhance opportunities for interdisciplinary education, research and scholarship.

Action: Initiate a call for proposals for the second round of Chancellor's Faculty Excellence Program for four to six new clusters.

Progress: See details in primary annual report document under *Strategic Initiatives – Chancellor's Faculty Excellence Program*.

Action: Evaluate appropriate number and mix of cross-college umbrella degree programs in the biological sciences and health systems.

Progress: Jo-Ann Cohen of College of Sciences has been involved in several discussions regarding graduate programs and a few regarding undergraduate programs. Work will continue in the coming year.

Action: Nurture other emergent campus based-initiatives arising from our interdisciplinary culture.

Progress: Focus this year has been on the development of CFEP cohort two. In addition to the final selection of eight new clusters, the pre-proposal process (49 submissions) and full proposal process (13 submissions) provided opportunities for interdisciplinary groups to come together around common objectives. Feedback was provided to all 13 groups invited to submit full proposals with the hope that clusters not selected will continue to work together. Office of the Provost will nurture these emergent groups as best it can and will work with the new VC RIED to ensure continued progress on this.

Action: Explore new undergraduate degree programs to encourage multi/interdisciplinary focus.

Progress: Established committee (Vice Chancellor and Dean Mullen, chair) in December 2013 and charged it with: investigating the academic merits of a university-wide inter-departmental, inter-disciplinary /multi-disciplinary (ID/MD) degree; ascertaining student and employer demand for such a degree; and developing a proposal for the curriculum, administrative structure and advising structure of the degree program, if appropriate. This committee met several times over the course of 2014 and 2015; consensus was reached that any program must first and foremost provide opportunities for new programs to be developed by faculty, and to serve students who are looking for opportunities that may not exist in our

current degree programs. The committee agreed that any program that is developed should not be primarily focused at providing a simple path toward degree for students searching for a degree home. The group also agreed that there must be an effective and sustainable funding model if we are to encourage ID/MD programs on campus. It is recommended that a new committee be established, chaired by a senior faculty member and consisting primarily of faculty, to finish the work of this task force. A more faculty-oriented committee can make final curricular recommendations and determine where this program should be housed.

Action: Coordinate efforts in communication of science and citizen science emerging in the colleges.

Progress: Leadership in Public Science was selected as one of eight new CFEP clusters. This cluster will engage the public in the process of science and prepare current and future generations of scientists to communicate their work to public audiences in clear, understandable, and actionable terms. This work will take the form of (1) studying how best to communicate science to public audiences, (2) educating graduate students, postdocs and faculty on best practices in science communication, (3) researching how best to educate students about science, (4) doing science that directly engages the public and students and (5) facilitating synergistic relationships with already existing CFEP clusters.

INITIATIVE: Enhance commitment to a diverse university.

Action: Ensure central communication efforts represent the importance of a diverse campus community.

Progress:

- The Office of Institutional Equity and Diversity has enhanced its communication and outreach through a redesigned website and weekly newsletter to campus (Diversity Digest)
- Executive Officers have been encouraged to promote visible support of diversity by participating in signature OIED events and subscribing to Diversity Digest to stay abreast of diversity news and events on campus.
- The University Diversity Advisory Committee, which represents a broad cross-section of the university, including all colleges, continues to play a significant role in acknowledging and addressing diversity issues on campus.

Action: Continue targeted efforts to recruit and retain a critical mass of diversity representation in students, faculty and staff so the campus community better represents the publics served by NC State.

Progress:

- *Student recruitment initiatives:* Pack Previews (multicultural recruitment receptions), Embrace NC State (multicultural admitted student day), Native American Forum, participated in Hispanic Educational Summit and Soy un Lider (student leadership meeting), First Generation Guide for admitted students, I'm First College Partnership and College Advising Corps, which places recent NC Students as full-time college advisers in some of North Carolina's rural underserved high schools.
- *Student retention initiatives:* Freshman Symposia welcome and support incoming African American, Hispanic/Latino and Native/Indigenous students, Leadership Programs: W.E.B. Dubois Scholars, AYA Ambassadors (in conjunction with African American Cultural Center) and Chancellor's First Year Student Leadership Program
- *Student statistics:*
 - Student demography: Students identifying as white has steadily declined. In Fall 2010, 76.1% of undergraduates and 59.6% of graduate students identified as white. By Fall 2014, the percentages had dropped to 73.4% of undergraduates and 52.0% of graduate students.
 - Retention and graduation rates: Higher education analysts at the Education Trust looked at overall graduation rates at public and private institutions across the country from 2003 to 2013. For those institutions where the graduation rate had improved over 10 years, they looked to see if rates improved for URM students as well as for white students. At NC State, they found the graduation rate for URM students increased double that of the average increase for all institutions in the sample (12 or more percentage points).
- *Faculty initiatives:* Increasing faculty diversity is a key goal of the Chancellor's Faculty Excellence Program. Steps are also being taken to translate the well-received diversity training provided to CFEP search committees to the campus as a whole, including the offering of pre-search workshops to enhance faculty diversity to deans and department heads through the Office of Institutional Equity and Diversity. OIED is developing new initiatives as part of the Building Future Faculty program, including a short-term visiting scholars program and a visiting faculty program where appointments can convert to tenure-track positions.

- *Staff initiatives:* The Staff Diversity unit in OIED made staff connections the focus for 2014-15. 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 that provides easy access for all university employees to attend traditional events and visit special locations that exemplify the welcoming, inclusive institution that NC State is.

Action: Create programs to more fully integrate international and domestic non-residents as NC State community members.

Progress:

- *Overall integration of international and domestic non-residents:* Persistence rates for these students are improving, with the persistence rate for international students increasing from 73% for the 2009 cohort to 94.4% for the 2013 cohort, and for out-of-state domestic students, increasing from 84.5% for the 2009 cohort to 91.6% for the 2013 cohort.
- *Specific efforts to integrate international students:* OIA and DASA formed the Undergraduate International Student Success Taskforce. Two taskforce recommendations are currently being implemented: 1) a pre-departure orientation module through Moodle and 2) the Culture to Culture Ambassador Program, a targeted orientation volunteer program. Through OIA, international student engagement continues through English conversation sessions, the International Friendship Program, and IMOM International Spouse Club. Many Culture Corps events were also held where students introduced their countries and cultures to local K-12 groups in the Triangle area, and OIS organized 10 service learning projects with international students which provided volunteer help to area groups.

INITIATIVE: Increase the number of tenured and tenure-track faculty.

Action: Assess, improve and institutionalize effective diverse faculty recruiting approaches (e.g., consideration of unconscious bias and efforts to expand the recruitment pool).

Progress: Faculty retention and recruitment efforts are becoming part of vice provost for academic strategy portfolio, which will provide a key point person to monitor college and university progress. Steps are also being taken to translate the well-received diversity training provided to CFEP search committees to the campus as a whole, including the offering of pre-search workshops to enhance faculty diversity to deans and department heads through the Office of Institutional Equity and Diversity.

Action: Continue monitoring faculty retention and use feedback to improve faculty retention efforts.

Progress: Faculty retention and recruitment efforts are becoming part of vice provost for academic strategy portfolio, which will provide a key point person to monitor college and university progress. Also see details in the primary annual report document under Faculty Recruitment and Retention.

Action: Continue to refine financial models for the recruitment of tenured and tenure-track faculty and develop centralized and distributed models for funding and cost-sharing.

Progress: Vice Provost Overton and Assistant Vice Provost Pennington have been working to develop a more streamlined process for tracking and supporting start-ups. They have recently been working with VC for RIED, who will provide additional F&A funds for start-up packages.

Action: Focus fundraising efforts on new endowed professorships and chairs as well as existing programs such as University Faculty Scholars.

Progress: Discussions between the provost and Vice Chancellor Sischo are ongoing.

INITIATIVE: Encourage focused campus partnerships to foster excellence in global engagement.

Action: Effectively communicate NC State's global network to campus partners to create synergies.

Progress: The Office of International Affairs provided leadership for university-wide communication efforts this year via the following initiatives:

- The Global Issues Seminar Series offered six university-wide seminars, featuring panels of NC State experts speaking about global issues relevant to North Carolina. Attendance at each seminar averaged 150-200, with 600 people in attendance at the Climate Change seminar.
- The Global Engagement Exposition highlighted the university's global engagement and presented three Global Engagement Awards. It featured poster presentations showcasing various NC State internationally-focused projects from undergraduate students, graduate students, faculty, staff, international scholars and award winners.
- International Education Week was extended into the month of November with multiple events designed to celebrate the benefits of international education and exchange worldwide. Events included the Passport Fair, International Cultural Show, as well as other country focused events.
- The GlobalEyes Newsletter has transitioned from a monthly to a weekly newsletter in an effort to keep campus communities better engaged with international initiatives and activities. OIA partnered

with Student Leadership and Engagement to maintain the university-wide High Impact website, aimed to promote high impact opportunities to underrepresented students to increase awareness and participation.

- DICE (Database of International Connections and Expertise) has been expanded by including information on our institutional partnerships as well as profiles on faculty active in international research, teaching and engagement efforts.

ENHANCE STUDENT, FACULTY AND STAFF SUCCESS

INITIATIVE: Improve student success through improved admissions, enrollment, and retention.

Action: Develop alternative pathways for admissions through the community college system.

Progress: CONNECT, a program in the College of Natural Resources, was designed for graduates of NC high schools beginning college at a community college or another college who are interested in transferring to NC State. The CONNECT program, which offers an opportunity for qualifying students to gain guaranteed admission to NC State, enrolled its first class in Summer 2014. Upon successful completion of the CONNECT program, students will enroll in degree seeking natural resources majors in Fall 2015. At this time, CONNECT is limited to students who wish to study natural resources majors. This program is similar to the STEAM (Student Transfer Enrollment, Advising and Mentoring) program launched in the College of Agriculture and Life Sciences in Spring 2013.

Action: Centrally manage all internal and external transfer admissions.

Progress: See details in the primary annual report document under *Strategic Initiatives - SRM Initiative: Manage All Transfer Efforts Centrally.*

Action: Develop new and effective intervention strategies to retain students.

Progress: \$250k has been set aside to create new student employment opportunities for the 2015-16 academic year. The intention is create new positions for undergraduate students that will provide meaningful experiences related to their academic and career interests while also increasing retention from year to year. Undergraduate students will be permitted to earn up to \$1,500 during the 2015-16 academic year. Benefitting students do not have to apply for financial aid or demonstrate financial need and the earnings are not considered financial aid.

Action: Monitor and improve efforts to increase the yield of underrepresented students.

Progress: The Office of Admissions, the Office of Institutional Equity and Diversity and others continue to introduce innovative programs and evaluate their impact on increasing student yield. See details above in this appendix under *Continue targeted efforts to recruit and retain a critical mass of diversity representation in students, faculty and staff so the campus community better represents the publics served by NC State*. An increase in targeted, merit-based scholarships is also needed as part of a strategic approach to this issue.

Action: Monitor and improve the ratio of graduate to undergraduate students as needed.

Progress: Enrollment focus remains on growing graduate education and new initiatives have been implemented (e.g. Provost's Doctoral Fellowships) or are being studied to increase graduate enrollment. The Enrollment Planning Committee monitors the ratio of graduate to undergraduate students and recommends adjustments as part of the enrollment planning process.

INITIATIVE: Provide integrated support services: One Stop Shop–Student Central.

Action: Co-locate cashier's office, registration and records and office of scholarship and financial aid to provide a unified face to student services.

Progress: An implementation team has been at work on this throughout the year, with an initial study completed to investigate possible physical spaces for this initiative. A virtual presence will be deployed in late Fall 2015, with a physical space to follow at a later date.

Action: Cross train staff in high demand services (e.g., student accounts, financial aid and registration as well as admissions, dining, & housing).

Progress: Implementation team is working to create a system for effective cross training.

Action: Create a physical space and complementary virtual space consistent with NC State's brand.

Progress: A virtual presence will be deployed in late Fall 2015, with physical space to follow at later date.

INITIATIVE: Promote undergraduate student success through high impact experiences.

Action: Implement first year Interdisciplinary Life Sciences Program.

Progress: The first cohort of 358 students entered in Fall 2014. 400 students are expected for Fall 2015.

Action: Develop and implement first year interdisciplinary Environmental Sciences Program.

Progress: Currently underway. Dean Watzin and VC Mullen have convened a task force and anticipate a report and recommendations in Fall 2015.

Action: Continue development of interdisciplinary first year inquiry courses linked to living and learning villages/learning communities.

Progress: Five FYI Courses linked to Five USC 101 courses in the First Year Village.

Action: Continue to grow undergraduate research and internship opportunities.

Progress: Increased funding by ORIED and DASA for UG Research stipends from about \$50k to \$150K in past two years through F&A and CGN. Facilitated two UGR symposias during the year with 811 students presenting poster sessions with 225 from NC State. The summer 2014 session included students from 95 different institutions nationally and internationally (NSF REU and other research programs at NC State).

Action: Increase student participation in immersive, high-impact study abroad, service-learning, global internships, and other local and global learning activities.

Progress: Increased study abroad funding for up to 20 additional scholarships for students with limited financial means. Created HIPS (High-Impact Practices) website <http://studentengagement.ncsu.edu> . Implemented HIPS student video contest. Campus Conversation on HIPS occurred on April 27th, 2015. NC State has joined the Institute of International Education's Generation Study Abroad Initiative, pledging to increase study abroad participation by 50% by 2019. <http://go.ncsu.edu/generationstudyabroad> Facilitated 20 Alternative Service Break trips to 8 different countries (US, Belize, Ecuador, Costa Rica, Dominican Republic, Guatemala, Nicaragua, Trinidad & Tobago) over the course of the year with 271 NC State students participating. CSLEPS supported a Monitoring and Evaluation trip to the Philippines, in partnership with the MSW program and Stop Hunger Now. Further, a trip is currently in progress in Nicaragua (Fuller Center for Housing) with the aim of engaging alumni and partners.

Action: Assess and improve as needed the network of professional advisors across campus.

Progress: University Academic Advising Council (UAAC) has been evaluating advising models to recommend best practices for NC State. The UAAC is developing a career ladder proposal for professional advisors to provide advancement and professional development opportunities. Added six

additional advisors for life science first year program. Evaluated two new advising tools – CampusLabs Beacon and EAB Student Success Collaborative.

INITIATIVE: Promote higher-order skills in critical and creative thinking: TH!NK – a quality enhancement program.

Action: Deliver workshops and create a faculty learning-community to provide support in developing classroom experiences for students that enhance higher-order thinking skills.

Progress: Multiple workshops hosted for TH!NK faculty throughout the year.

Action: Implement pedagogical strategies designed to cultivate students' higher-order thinking competencies in first-year courses across campus.

Progress: Deployed TH!NK pedagogy in 15 courses for 2014-15. Assessment indicates that students are learning the intellectual standards, metacognition about a student's own learning is enhanced, some good signs of increased critical and creative thinking skills as measured through rubric based activities and the CAT Assessment.

INITIATIVE: Explore the establishment of a University College to better serve the needs of undergraduate students.

Action: Provide enhanced advising coordination for all undecided students, those needing more assistance, and those considering or actively transferring into new majors.

Progress: DASA reorganization underway. The Academic Advising Services unit in University College will include: Exploratory Studies, Exploration Village, Academic Advising Services, Academic Coaching, Wake STEM EHS Advising. See details in primary annual report document under *Strategic Initiatives - SRM Initiative: University College*.

Action: Provide a uniform administrative environment for all unaffiliated academic departments and their faculty in DASA.

Progress: DASA reorganization underway, moving Music, Health and Exercise Studies, Environmental Sciences and ROTC programs into the proposed University College organization, bringing unaffiliated academic departments/programs into a single reporting structure. See details in primary annual report document under *Strategic Initiatives - SRM Initiative: University College*.

Action: Serve as an incubator and, where appropriate, administrative home for interdisciplinary undergraduate curricula, minors and certificates creating a place for shared experiences and sense of identity across colleges.

Progress: DASA reorganization underway. See details in primary annual report document under *Strategic Initiatives - SRM Initiative: University College*.

INITIATIVE: Promote graduate student and post-doctoral success.

Action: Pursue opportunities to increase doctoral completion and reduce time-to-degree.

Progress: The Graduate School plans to enforce current requirements more strictly and to explore new requirements that will enable the university to achieve this goal.

Action: Develop common set of expectations for and develop and implement best practices for regular review of Graduate Faculty status.

Progress: The Graduate School has collected practices used at other universities and will begin a discussion of policy alternatives to the Administrative Board of the Graduate School in fall 2015.

Action: Assess and improve the impact of workshops, as needed, for post-doctoral scholars, faculty, and staff on effective mentoring.

Progress: The Graduate School has taken steps to assess faculty workshops on mentoring in terms of what faculty have learned, changes in attitude, and the effectiveness of different instructional approaches.

Action: Develop assessment tools for faculty mentoring of doctoral students.

Progress: The Graduate School is in the final stages of developing software for evaluating Graduate Faculty as mentors.

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

Action: Provide ongoing leadership and management training for department and unit heads.

Progress: The CHASS Professional Development Series, a yearlong educational program, was developed by the Dean's office in partnership with the Office of General Counsel, Internal Audit, Purchasing, and Human Resources. Sessions addressed issues such as public records, contracting, working with outside entities, international employment and avoiding and reporting misuse of State property.

Action: Expand opportunities for professional development for faculty (e.g., training in grant development, leadership skills, and effective networking.)

Progress: The Office of Faculty Development, a key provider of professional development opportunities for faculty, this year sponsored a Leadership for a Diverse Campus workshop series, a three-day Community Engagement Institute, which focused on developing the participant's scholarship of engagement, and a three-day Summer Institute focused in the scholarship of learning and teaching. OFD also supports several communities based on faculty designation (assistant professors, associate professors and non-tenure track faculty) and sponsors regular meetings and workshops tailored for each community relevant to their career development.

INITIATIVE: Enhance institutional pride.

NO ACTIONS ASSIGNED TO PROVOST

IMPROVE INSTITUTIONAL EFFECTIVENESS WHILE GROWING AND REALIGNING RESOURCES

INITIATIVE: Improve institutional data integration and analytic capacity.

Action: Create an institutional data hub that allows campus users to process and seamlessly integrate information from multiple data sources across the university.

Progress: Senior Vice Provost Lelik and Vice Chancellor Hoit have recently called an implementation team together to begin work on a Data Access and Support Services initiative that focuses on the creation of a data hub and the establishment of a Data Governance Committee.

Action: Establish an analytic research agenda to explore and explain significant institutional planning issues (e.g., resource allocation strategies, faculty retention, and course demand).

Progress: Senior Vice Provosts Larick and Lelik and Vice Provost Overton have been meeting regularly to discuss this and other institutional planning issues.

INITIATIVE: Regularly review the effectiveness and efficiency of administrative processes.

Action: Maintain an effective strategic risk management process.

Progress: Executive Officers are responsible for the strategic risk process and routinely discuss these issues at EOM. The Board of Trustees' Committee on Audit, Risk Management and Finance receive regular reports.

Action: Develop and maintain an effective organizational compliance and ethics program.

Progress: The university's compliance efforts are led by the University Compliance Steering Committee (Provost Arden is chair) which is supported by the Compliance Officials Working Group.

INITIATIVE: Regularly review the effectiveness and efficiency of academic programs.

Action: Continue to refine procedures for academic program review.

Progress: As part of the ongoing refinement of the annual college review process, OIRP online data profiles will be able to drill down to individual departments/programs in the coming year, providing the framework for updateable dashboards that can be tailored for academic program review metrics. Senior Vice Provosts Larick and Lelik and Vice Provost Overton have begun discussing how to best implement a regular academic program review process and suggested bringing together a small working group to review the metrics from the 2012-13 review to determine if they are still appropriate or should be updated.

Action: Devise new tools to assist units throughout the review and assessment processes, including documentation of accreditation requirements, policy context and best practices.

Progress: To support the new regulation (REG 02.90.01 - Assessment of Academic Programs) and SOP (Reviewing Academic Program Assessment Reports), Carrie Zelna, Assistant Vice Provost for Assessment in DASA, and Mike Carter, Associate Dean of the Graduate School, have developed tools and resources to help undergraduate and graduate academic programs more easily navigate the assessment process.

INITIATIVE: Improve processes for providing support to the research enterprise.

Action: Expand and unify proposal development efforts across campus.

Progress: Efforts are ongoing within the Office of Research, Innovation and Economic Development. The provost will work with the new VC FA and VC RIED to ensure that progress continues in FY 2016.

Action: Continue development of improved processes for funding shared equipment and facilities.

Progress: Efforts are ongoing. The provost will work with the new VC FA and VC RIED to ensure that progress continues in FY 2016.

INITIATIVE: Align campus physical infrastructure improvements and utilization with strategic plan.

Action: Connect grant & start-up needs with space.

Progress: *Connecting start-up needs with space:* Due in part to the CFEP model of upfront discussion of space needs as part of the faculty recruitment process, we have improved the central coordination of space identification, upfit and utilization. Because of this more coordinated response, colleges are starting to regularly consider requested space needs in conjunction with new hire start-up packages and are approaching the Office of the Provost for funds and assistance.

Action: Renovate and re-purpose space while rewarding innovation and new ideas.

Progress: Renovation and re-purposing of space has been a key factor in the success of the CFEP cohort one, both in terms of recruiting new faculty and providing collaborative spaces for the clusters to work in. This will be true for the development of CFEP cohort two as well, and the Office of the Provost will continue to work closely with the Office of the University Architect in this regard.

Action: Provide consistent technology and support in classroom.

Progress: Efforts underway in the Facilities Unit of the Office of Finance and Administration. Will work with the new VC FA and others to ensure that progress continues in FY 2016.

Action: Improve classroom and class lab utilization considering innovative pedagogy and scheduling efficiency.

Progress: Created a unified time table for Main and Centennial campus coupled with policies to enforce new scheduling constraints.

INITIATIVE: Develop resource generation, cost-cutting and reallocation strategies to support the strategic plan.

Action: Refine funding allocation models to incentivize strategic investments at the unit-level.

Progress: See details in primary annual report document under *Strategic Initiatives – SRM Initiative: Common Internal Allocation Methodology for Enrollment-related Academic Funds.*

Action: Develop allocation models for enrollment change funding that will distribute financial impacts and incentivize the delivery of courses needed by students for progress toward degrees.

Progress: See details in primary annual report document under *Strategic Initiatives – SRM Initiative: Common Internal Allocation Methodology for Enrollment-related Academic Funds.*

Action: Explore the use of specific program enhancement fees charged to students to enhance their educational experience.

Progress: See details in primary annual report document under *Strategic Initiatives – SRM Initiative: College of Engineering Program Enhancement Fee.*

Action: Strategically target additional master's programs to be considered for premium tuition.

Progress: See details in primary annual report document under *Strategic Initiatives – SRM Initiative: Premium Tuition for Targeted Master's Programs.*

Action: Conduct a market analysis exploring opportunities to strategically grow doctoral enrollment.

Progress: See details in primary annual report document under *Strategic Initiatives – SRM Initiative: Doctoral Enrollment Market Analysis.*

Action: Evaluate 2014 doctoral stipend program and GSSP program relative to incentives for external funding and make recommendations to improve funding potential.

Progress: *Doctoral stipend program:* See details in primary annual report document under *Strategic Initiatives - SRM Initiative: Provost's Doctoral Fellowships.* *GSSP/external funding potential:* See details in primary annual report document under *Strategic Initiatives - SRM Initiative: Revise GSSP and Incentivize Inclusion of Graduate Stipends in Grants.*

Action: Continue evaluation and refinement of ideas through the Strategic Resource Management process.

Progress: Discussions with VC FA Leffler, Vice Provost Larick and Ginger Burks Draughon are ongoing.

INITIATIVE: Enhance private support to the University.

NO ACTIONS ASSIGNED TO PROVOST