ANNUAL PROCESSES

Budget: With the vice chancellor for finance and administration, Provost Arden administered the $1.4 billion FY 14-15 budget. Funds distributed from Provost's Reserves in FY 14-15: $28.9M in one-time funding and $8.9M in continuing funding. Key efforts undertaken related to budget included: enrollment projections and funding requests; tuition requests (Campus Initiated Tuition Increase (CITI)) – for FY 15-16 and FY 16-17); overall Strategic Resource Management (SRM) process; and implementation of two key SRM initiatives discussed below under Strategic Initiatives: COE Program Enhancement Fee and Common Internal Allocation Methodology for Enrollment-related Academic Funds.

Reappointment, Promotion and Tenure: The 2014-15 cycle resulted in 40 faculty reappointments and 100 faculty reviewed for tenure and/or promotion, of which 96 were approved. Faculty promotional increases are now 6% (assistant to associate professor; previously 5%) and 8% (associate to full professor; previously 7%). This increase has been well received by the colleges and should help retention.

Faculty Retention and Recruitment: The Office of the Provost assisted and coordinated several faculty retention efforts across multiple colleges; we are aware of 47 retention/counteroffer efforts as of June 30, 2015; 38 of these (84%) were successful. We facilitated two key underrepresented minority faculty recruitments through of the Targets of Opportunity program and also pursued opportunity hires through CFEP. Key strategic recruitment and retention efforts are ongoing; see details below under Chancellor's Faculty Excellence Program and University Faculty Scholars.

Academic Programs:

New Undergraduate Degrees: B.S. Biomedical and Health Sciences Engineering joint degree w/ UNC-CH (approved); B.A. Biological Sciences (Appendix C at UNC-GA).

New Undergraduate Certificates: Renewable Energy Assessment DE; Leadership in the Public Sector

New Graduate Degrees: Geospatial Analytics PhD (Appendix A at UNC-GA); Doctorate in Design (Appendix C in campus process); Master's of Statistics DE (approved); MEd Clinical Mental Health Counseling DE (Appendix G at UNC-GA); MEd College Counseling and Student Development DE (Appendix G at UNC-GA); MEd School Counseling DE (Appendix G at UNC-GA); M.S. Electric Power

Systems Engineering DE (Appendix G at UNC-GA); M.S. in Forensic Science (Appendix C in campus process)

New Graduate Certificates: Applied Statistics & Data Management; Statistics Education; Digital Humanities; Operations and Supply Chain Management; Finance; Marketing

Degree Consolidations: Foreign Languages & Literatures (consolidated five majors into one with this new degree); B.A. Women's and Gender Studies and B.A. Africana Studies discontinued and now offered as concentrations in Interdisciplinary Studies; PhD in Physiology discontinued and now offered as a concentration in Comparative Biomedical Sciences.

Degree Discontinuations: B.S. Business and Marketing Education (approved); PhD in Counseling & Counselor Education (in campus process); PhD in Science Education (in campus process); M.Ed & M.S. in Business and Marketing Education DE (in campus process)

Inter-Institutional Arrangements: NC Central & NCSU Dual Degree: B.S. in Electrical Engineering & B.S. in Physics

College and Unit Leadership:

Reviews: Conducted leadership review for dean of College of Education; Jayne Fleener has returned to the faculty and Mary Ann Danowitz is serving as interim dean, effective July 1, 2015.

Staff changes: Special assistant to the provost Laura Severin returned to the faculty full-time on June 30, 2015 after two years of coordinating the Chancellor's Faculty Excellence Program's successful recruitment efforts. Responsibilities for faculty recruitment and retention efforts, including CFEP, have become part of Margery Overton's responsibilities as vice provost for academic strategy. Key retirements this year included Dean of the College of Sciences Dan Solomon, Vice Provost for Faculty Affairs Betsy Brown and Vice Provost for Institutional Equity and Diversity Joanne Woodard. Named Amy Circosta as interim vice provost for institutional equity and diversity, effective June 15, 2015. Chris Hitch resigned as director of the Shelton Leadership Center, effective June 19, 2015; Debbie Acker was appointed interim director, effective July 1, 2015.

Searches: Completed successful national searches for dean of the College of Sciences (William Ditto) and vice provost for faculty affairs (Katharine Stewart). Began search for dean of the Poole College of Management and restarted the search for dean of the College of Textiles. Provost Arden is also serving as chair of the nomination committee for vice chancellor for finance and administration.

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; Division of Enrollment Management and Services; Office of Faculty Development; Office for Institutional Equity and Diversity; Office of Institutional Research and Planning; Office of International Affairs; Office for Outreach and Engagement; McKimmon Center for Extension and Continuing Education; NCSU Libraries

Other Units Included: The Graduate School; Biotechnology Program; Entrepreneurship Initiative; Institute for Advanced Analytics; Science, Technology, Engineering and Math Initiative; Shelton Leadership Center

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Strategic Planning

FY 2012, 13 and 14 Implementation Plan: Gathered data to report on completion of the first three-year implementation plan. Report presented by the chancellor in Fall 2014; see

https://www.ncsu.edu/about/chancellor/strategic-plan-update/.

New Implementation Plan (FY 2015, 16 and 17): Developed new implementation plan based on ideas and input from university leaders. Plan was released to campus in October 2014; see

http://info.ncsu.edu/strategic-planning/files/2014/10/ip-fy15-to-fy17.pdf. **See Appendix B for progress made on specific initiatives assigned to the provost.**

Metrics: Continued to track progress and identify annual trends (http://info.ncsu.edu/strategic-planning/files/2014/11/sp-metrics-nov-2014.pdf)

STRATEGIC INITIATIVES

Strategic Resource Management (SRM) Process: Provost Arden and Vice Chancellor for Finance and Administration Leffler oversaw the SRM working group, which developed recommendations to reduce or avoid cost, generate new revenue or realign for greater effectiveness in support of the University's strategic objectives. Phase I recommendations, submitted to the chancellor and approved to move forward in May 2014, addressed: Common Internal Allocation Methodology for Enrollment-related

Academic Funds; Differential/ Premium Tuition and Fees; Growth of Doctoral Education and Internal Transfer. *FY 14-15 progress on specific Phase I initiatives is detailed below.* Phase II recommendations, approved to move forward in spring 2015 under the auspices of the provost and VC Leffler, addressed: Satellite/Off-campus Facilities; Self-supporting Programs; Position Analysis and Outsourcing (Specific Opportunities). Charge letters for Phased II recommendations were distributed in July 2015. Details of the SRM process and initiatives are available at go.ncsu.edu/srm.

SRM Initiative: Common Internal Allocation Methodology for Enrollment-related Academic Funds: The Budget Restructuring Task Force was charged in July 2014 with evaluating the current multiple internal allocation methodologies for academic funds related to the delivery of new credit hours and developing one consistent internal resource allocation methodology. Four potential models were submitted for consideration and, based on reviews by Provost Arden and VC Leffler and discussion with the deans, the implementation of the following model will be further evaluated during the 2015-16 academic year with a view to implementation in 2016-17: 1) New funds will be allocated 50% based on projected enrollment change (increases or decreases), with 50% remaining to be distributed based on strategic priorities; 2) the enrollment change portion will use the Budgeted Average Teaching Salary for each 2 digit OUC that is eligible for an allocation and 3) the calculation will be based on the change in Student Credit Hours projected at the 2 digit OUC level, as compared to the prior year's target.

SRM Initiative: Premium Tuition for Targeted Master's Programs: An SRM team led by Duane Larick and Maureen Grasso met throughout the year and is currently preparing recommendations, including two process documents: (1) A Protocol and Timeline for Premium Tuition Proposals and (2) A Guide to Writing a Proposal for Premium Tuition.

SRM Initiative: College of Engineering Program Enhancement Fee: An SRM team led by Louis Martin-Vega was charged in September 2014 with preparing a comprehensive report to include an analysis and set of recommendations regarding the implementation of a program enhancement fee for students in the COE. Based on the report submitted to the chancellor in October 2014, a fee request was presented at the November 2014 BOT meeting to rename and raise the current Engineering Computer Fee to $1000 over the next two years ($500 fee in Fall 2015, $1000 fee in Fall 2016) to encompass not just student computing in the specialized engineering environment but also offer innovative education experiences to a significantly greater number of both undergraduate and graduate engineering students.

The BOT approved the recommendation and the request was submitted to the BOG and approved in February 2015 as part of the biennial tuition and fee process. Another request will be submitted in the next biennium to raise the fee an additional $500 to $1500 in Fall 2017.

SRM Initiatives: Revise GSSP and Incentivize Inclusion of Graduate Stipends in Grants: An SRM team led by Duane Larick and Maureen Grasso met throughout the year and is currently preparing recommendations.

SRM Initiative: Provost's Doctoral Fellowships: The provost provided 60 one-time recruiting stipends ($1.2M total allocated) as a AY 2014-15 pilot to target doctoral enrollment in programs with capacity for doctoral enrollment growth (faculty, space, etc.), capacity to provide research funding to convert all additional new students recruited to external (non-state supported) funding in year two (and beyond), and that impact total requirement (through the enrollment funding formula) in the most substantial way. Sixty-seven stipends (approx. $1.5M total) will be allocated for Fall 2015. The results of the first two years of this initiative are being reviewed by an SRM team tasked with recommending strategies for growing doctoral education; based on the outcome of that review, up to 100 recruiting stipends may be proposed for Fall 2016.

SRM Initiative: Doctoral Enrollment Market Analysis: The Enrollment Planning Committee (EPC) was originally tasked with this item, but has been delayed due to its work on the biennial enrollment process. Instead, the EPC is working with Education Advisory Board to complete the market analysis.

SRM Initiative: Manage All Transfer Efforts Centrally: Internal and external transfer admissions were centralized in EMAS as of June 1, 2015. EMAS will work closely with colleges and departments as this transition is made and analysis of internal transfer requirements will be ongoing.

SRM Initiative: University College: An implementation team led by Vice Chancellor and Dean for the Division of Academic and Student Affairs (DASA) Mike Mullen developed a plan to create a University College within DASA. Vision for the new unit: The University College seeks to promote the academic success of all students, and especially exploratory and transitional students, by creating a community of practice (i.e. academic advisors, faculty, as well as academic and student affairs professionals) with shared assumptions, beliefs, scholarship, and best practices. DASA has undergone an internal reorganization effective July 1, 2015 to facilitate the creation of the University College; see http://ncsu.edu/3d-memos/details.php?id=173 for additional details.

2025 Enrollment Plan: The Enrollment Planning Committee has been developing a 2025 Enrollment Plan, currently in early draft form, to be completed later this year.

Data-driven Annual Review of Colleges: Continued to refine a data-driven review (metrics regarding academic performance, research performance, student success, fiscal trends, etc.) of each college as part of the deans' annual reviews. Annual meetings included Vice Chancellor Leffler, Interim Vice Chancellor Vouk and Senior Vice Provost Lelik. New components this year: Online institutional data profiles created by Office of Institutional Research and Planning; provided budget and expenditures data for each college and a breakdown of how permanent and one-time allocations from provost's reserves have been used.

Chancellor's Faculty Excellence Program (CFEP):

Cohort 1 (12 clusters): Progress continues, with 41 faculty hired to date in the 12 clusters. Hiring is now complete in the following ten clusters, with the number of hires shown in parentheses: Bioinformatics (4), Digital Transformation of Education (5), Environmental Health Science (4), Genetic Engineering & Society (3), Geospatial Analytics (3), Global Environmental Change and Human Well-Being (3), Innovation + Design (2), Personalized Medicine (5), Synthetic and Systems Biology (4) and Translational Regenerative Medicine (3). Three hires remain open in the two clusters that have not completed hiring: Data-Driven Science (3 of 4 hired), Forensic Sciences (2 of 4 hired). CFEP costs for the hires to date (as of August 5, 2015): total $29.8M and include $5.8M in continuing costs, $17.4M in one-time start-up costs and $6.6 M in one-time space renovations.

Cohort 2 (8 clusters): A call for new CFEP proposals went out in October 2014. Forty-nine pre-proposals were received; thirteen clusters were invited to submit full proposals. Eight new clusters, receiving a total of 33 new positions, were announced in April 2015: Carbon Electronics (5 positions), Emerging Plant Disease and Global Food Security (4 positions), Global Water, Sanitation and Hygiene (4 positions), Leadership in Public Science (4 positions), Microbiomes and Complex Microbial Communities (4 positions), Modeling the Living Embryo (4 positions), Sustainable Energy Systems and Policy (4 positions), and Visual Narrative (4 positions).

Revised funding model: CFEP Cohort 1 funding model was 70% provost/30% colleges for continuing costs and 25% provost/75% colleges for one-time start-up costs. Based on an analysis of actual costs of

the hires to date, the CFEP Cohort 2 funding model will be revised to 100% provost/0% colleges for continuing costs and 50% provost/50% colleges for one-time start-up costs.

Annual symposium: Held the CFEP Symposium: A Celebration of Interdisciplinarity on May 1, 2015 which had RTI President Wayne Holden as keynote speaker and featured panelists from the eight new clusters in the second CFEP cohort. Approximately 100 people attended.

University Faculty Scholars: The 2014-15 cohort of 18 scholars was announced in November 2014, bringing the total number of scholars to 60. Nominations for the 2015-16 cohort are due to the provost in September 2015. This continues to be a very effective program to recognize, reward and retain top NC State faculty.

EAB Student Success Collaborative Campus Software Platform: After a year of evaluation and piloting, investments will be made in a partnership with the EAB Student Success Collaborative (SSC) to use their SSC Campus software platform. The platform will provide our advisors, advising administrators, and our tutoring programs with very strong and flexible tools to advance how we advise and to assess that advising. Work with EAB began July 1, 2015 and will continue through June 30, 2018. Examples of the benefits this software will provide: estimates of academic risk, comprehensive case management, targeted student campaigns, advising and tutoring scheduling, targetable early alerts, and administrative impact reports on advising and tutoring.

College Restructuring:

College of Education: CEd began the process of consolidating from four to three departments, with Elementary Education and Curriculum, Instruction & Counselor Education to become a single department to be named the Department of Teacher Education and Learning Sciences. The college has also re-designed its Doctor of Philosophy degrees (consolidating from five to three, eliminating Counselor & Counselor Education and Science Education and renaming three degrees) to align with the three departments. The re-designed degrees (open to students enrolling for Fall 2016) are: Educational Leadership, Policy & Human Development (formerly Educational Research & Policy); Learning & Teaching in STEM (formerly Mathematics Education); Teacher Education & Learning Sciences (formerly Curriculum and Instruction).

College of Agriculture and Life Sciences: CALS created an Innovation and Efficiency committee to explore the best structure and organization for the college through consideration of the following

questions: How can the college can best invest its state and federal resources? How can the college balance the need for more faculty with the need for faculty programmatic support? Is the college structured for future opportunities – could a different structure be more strategic and maximize resources better? Provost Arden has participated in some of these discussions and will continue to work with the college on this effort in the coming year.

Reaffirmation of Accreditation by SACS: Completed successful site visit in March 2014 for NC State's reaffirmation of accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). After careful consideration of NC State's reaffirmation report and on-site visit, SACSSOC found NC State to be compliant with all core requirements. Recommendations were received in two key comprehensive standards regarding assessment of learning and faculty credentials, both of which have been addressed through new regulations. The final report was submitted in late September 2014. The SACSCOC Board of Trustees reaffirmed NC State's accreditation in December 2014 with a request for a monitoring report due in September 2015.

CONCLUSION

The Office of the Provost has squarely focused its efforts this year on maintaining the momentum of NC State's Strategic Plan. We have worked especially hard to stabilize and institutionalize several major strategic initiatives, especially those connected to student success and faculty excellence, while also ensuring that we will have the resources available to implement the next three years of the Strategic Plan. This year has also been one of change and transition, with the departure of several key leaders and the continuing evolution of our organizational structures. We remain committed to keeping NC State focused on its strategic goals in the year ahead, with specific emphasis on connecting the campus community with newly developed resources for student and faculty success.