ACADEMIC STRATEGY AND RESOURCE MANAGEMENT

Five-Year Review: 2013-2018

Dr. Duane Larick, Senior Vice Provost
NC State Strategic Plan Goals

1. Enhance the **success of our students** through educational innovation.
2. Enhance scholarship and research by **investing in faculty and infrastructure**.
3. Enhance **interdisciplinary scholarship** to address the grand challenges of society.
4. Enhance **organizational excellence** by creating a culture of constant improvement.
5. Enhance local and global engagement through focused **strategic partnerships**.
Current Portfolio

Senior Vice Provost for Academic Strategy and Resource Management and Chief of Staff

- Academic Strategies
- Accreditation and Assessment
- Resource Management
- Interdisciplinary Programs
Portfolio Evolution

Senior Vice Provost for Strategic Initiatives and Dean of the Graduate School*

May 2011 to May 2013

Graduate School: 2011-2013

EMAS: 2011-2014

Office of International Affairs: 2011-2017

*Rebecca Rufty was Acting Dean from July 2012 to May 2013
Responsibilities and Roles

Academic Strategy

Accreditation and Assessment

Resource Management

Strategic Initiatives

Unit and Team Facilitator

Provost’s Chief of Staff
Academic Planning: New Degree Programs

Guiding Principles

- Consistent with mission
- Focused on strategic areas
- Broad/multi-disciplinary and allows for specializations
- Leveraged on existing programs and/or consolidation of narrower degrees
- Built on existing capacity based on current faculty scholarship
- Preference for graduate over undergraduate programs
- Economically sustainable with existing resources or long-term external funding
Review Semi-annually, Council of Deans reviews proposals. If approved, circulated through curriculum committees, Provost, Cabinet, BOT, BOG.

Program Proposal Faculty prepare 1-page concept paper and Request to Plan and share with dean(s) for further review.

Program Design Faculty prepare Request to Establish and share with dean(s) for further review.

Review Request to Establish circulated through SVPASRM, Council of Deans, curriculum committees, Provost, Cabinet, BOT, BOG.
### Academic Program Activity: 2011-12 to 2017-18

#### New

- Bachelor’s degrees: 3 + 1 joint
- Master’s degrees: 11 (includes 8 DE)
- Doctoral degrees: 3 + 3 pending
- Undergraduate certificates: 8 + 1 pending
- Graduate certificates: 18 + 2 pending
- Bachelor’s dual degrees: 9 + 2 pending
- Master’s dual degrees: 4 + 2 pending
- Doctoral dual degrees: 1
- Master’s 3+X degrees: 7

#### Consolidations

- Bachelor’s degrees: 7 to 2
- Graduate certificates: 4 to 2

#### Discontinuations

- Associate’s degrees: 1
- Bachelor’s degrees: 6
- Master’s degrees: 8
- Doctoral degrees: 5
- Graduate certificates: 6
- Doctoral dual degrees: 1
Academic Planning: Program Examples

Biomedical Engineering B.S.
Proposed: 2014    First cohort: Fall 2017

Geospatial Analytics Ph. D.
Proposed: 2014    First cohort: Fall 2018
Academic Program Review

- 2011-2013 Review of Academic Programs Task Force
  - Task force led to metrics for annual college/department reviews
- Eight-year comprehensive program reviews
- UNC System biennial productivity review
Interdisciplinary Programs: Undergraduate

- First-year programs
  - Life sciences
  - Environmental sciences
  - Explore model for other topics

- University-wide interdisciplinary or multidisciplinary degree
Interdisciplinary Programs: Graduate

• Interdisciplinary graduate programs are located within
  – Departments/colleges/university

• They are often affiliated with
  – Centers and institutes
  – Clusters

• Working to foster sustainability and growth of interdisciplinary programs
ACCREDITATION AND ASSESSMENT
2014 Reaffirmation of Accreditation

- Preparation for SACSCOC review began in 2012, site visit in March 2014
- Reaffirmation granted in December 2014
- Recommendations on two standards
  - Assessment of learning outcomes
  - Faculty credentials
- Became liaison in December 2015
Associate Vice Provost for Assessment and Accreditation

• Arrived in August 2016
• Working on development of faculty credentials tool
• Oversees academic program assessment
• Chair, Substantive Change Review Team
• Will be the lead person for enhancement of Administrative Unit assessment plan
• Leading the preparation for our fifth-year interim report due in 2020
• Will become our SACSCOC Liaison

Dr. Fashaad Crawford
Assessment

• Academic Assessment
  – Learning and program outcomes
  – UG Education: 3-5 year cycle
  – Graduate Education: 3 year cycle
  – Annual program reports and college summary reports
  – Reviewed and accepted at Provost level

• Administrative Unit Assessment
  – Developing a more robust process
Elected to the Southern Association of Colleges and Schools Commission on Colleges Board of Trustees in June 2016

- Board meetings for review and approval of all SACSCOC actions
- On-site program reviews
- Annual meetings
Aligning Strategic and Enrollment Objectives

Demographics
Demand
Fiscal Environment
College Resources

Strategic Plan

2025 Enrollment Plan

Financial Aid
Faculty/Staff
Facilities
Technology
Support Services
Improve Accuracy and Reliability of Annual Enrollment Planning

- Improved planning tools
- Better communications
- More deliberate student recruitment
- Headcount history
- Projection algorithms
- Internal (programs)
- External (students)
- Research and mining
- Slate CRM
Enrollment Funding

• Internal considerations
  – Strategic alignment of enrollment funding to achieve enrollment strategies

• External considerations
  – Potential UNC System redesign of the enrollment funding formula
Strategic Resource Management

• SRM Working Group charged in 2013
  – Co-Chaired by Duane Larick and Ginger Burks Draughon

• Reviewed issues related to:
  – Cost containment
  – Reallocation of resources
  – New revenue growth
  – Improved operational efficiency
## Phase I Recommendations in 2014

<table>
<thead>
<tr>
<th>A: Common Internal Allocation Method</th>
<th>B: Differential/ Premium Tuition &amp; Fees</th>
<th>C: Growth of Doctoral Education</th>
<th>D: Internal Transfer</th>
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</thead>
</table>
| - Common internal allocation method for enrollment-related academic funds | - Premium tuition for targeted master’s programs  
- COE program enhancement fee | - Expand doctoral stipend program, incentivize faculty to include stipends in grants, revise GSSP  
- Monitor college resource/position cuts, graduate student insurance, student support in capital campaign  
- Doctoral enrollment market analysis | - Manage all transfer admissions centrally, analyze capacity drivers/ resource constraints for high demand programs  
- Consider University College model |
### Phase II Recommendations in 2015

<table>
<thead>
<tr>
<th>A: Evaluation of Satellite and Off-campus Facilities</th>
<th>B: Evaluation of Self-Supporting Programs</th>
<th>C: Position Analysis, Budgeting and Tracking</th>
<th>D: Specific Opportunities for Outsourcing</th>
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</thead>
<tbody>
<tr>
<td>• Equine facilities assessment</td>
<td>• Upper Ledger 3 project analysis</td>
<td>• Position standardization in PeopleSoft HR and Financials</td>
<td>• Outsourcing small-scale projects and expansion of facilities convenience contractor program</td>
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<td>• Minerals Research Laboratory</td>
<td>• Analysis of self-supporting entity reimbursement</td>
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<td>• Motor pool evaluation</td>
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<td>• CALS off-campus facilities</td>
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<td>• Center for Marine Sciences and Technology</td>
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Recommendation:

NC State needs a uniform course funding allocation system to units delivering on-campus and DE courses that is independent of the method of delivery.

Charge to Budget Restructuring Task Force:

- Evaluate the current allocation methodologies for academic funds related to the delivery of new (i.e., additional) credit hours of instruction to students
- Develop one consistent internal resource allocation methodology for enrollment change-related academic funds
Recommended Internal Allocation Model

Enrollment Change-related Academic Funds

2015-16 and 2016-17
Using model to inform process

2017-18
Implementing model

Strategic Initiatives 50%

Colleges 50%

Funds to colleges based on:

- A combination of actual and projected SCHs delivered
New and Renovated Spaces

• CFEP
  – Negotiating space for up to 80 cluster hires
  – Biomedical Partnership Center - new building on Centennial Biomedical Campus

• Core Research Facilities
  – Molecular Education, Technology and Research Innovation Center (METRIC) – structural characterization facility

• Space Committee Meetings
  – Staff resource for planning
Faculty Recruitment and Retention

- Developed standard protocols for salary and start-up matching funds for recruiting excellent faculty
  - CFEP hires
  - Departmental hires (discipline bases, target of opportunity, spousal/partner accommodation, etc.

- Developed standard protocols for salary and start-up matching funds for retention of excellent faculty
STRATEGIC INITIATIVES
College of Sciences

• Began planning July 1, 2012; established July 1, 2013

• Human-related biological sciences moved from CALS to COS
  – 200 employee FTEs (including 44 tenured/tenure-track faculty)
  – Approx. 2,000 undergraduate students, 150 graduate students
  – Resulted in a transfer of ~$12.2M ($7.6 transferred from CALS and $4.6 new from Provost reserves) in continuing budget to COS

• Reorganization led to creation of the new Biological Sciences Department
College of Agriculture and Life Sciences

- Four academic departments eliminated
  - Biology, Genetics, Microbiology and Environmental and Molecular Toxicology
- Reallocation of ~$3.5M in research and extension funds returned to CALS
- New Applied Ecology Department
- Plant Biology Department renamed to Plant and Microbial Biology
- Ongoing strategic hiring initiative of 40 FTE being supported in part by the Provost
Chancellor’s Faculty Excellence Program

Goals

• Hire outstanding faculty
• Expand interdisciplinary research opportunities
• Increase federal funding
• Create new academic programs to meet student demand
• Meet the needs of constituents as a land-grant institution
• Diversify the faculty

Interdisciplinary culture
Increase in T/TT faculty
Investment in start-up
Doctoral student growth

Supports
Two CFEP Cohorts

Cohort One
- Sep 2011: Call for proposals (70+ submitted)
- Feb 2012: 12 clusters selected
- Spring 2018: 41 hires on campus

Cohort Two
- Oct 2014: Call for proposals (40+ submitted)
- Apr 2015: 8 clusters selected
- Spring 2018: 24 hires on campus
Academic Success Center at D.H. Hill Library

- **Budget:** $13.5M
- **Estimated completion:** Fall 2020
- **2nd floor**
  - Drop-in tutoring and by appointment
  - Writing center
  - Drop-in academic coaching, academic advising and career counseling
  - Undergraduate Research Office
- **3rd floor:**
  - New library visualization and data spaces
EVERYTHING ELSE
Unit Facilitator

International Affairs
2011 to 2017

Advanced Analytics
2011 to now

EMAS
2011 to 2014

Biotechnology
2011 to now

Graduate School
2011 to 2013

STEM Initiative
2011 to now
Chief of Staff

“The Chief of Staff works behind the scenes to solve problems, mediate disputes, and deal with issues before they are brought to the chief executive. The Chief of Staff also acts as a confidante and advisor to the Chief Executive, acting as a sounding board for ideas.”
Chief of Staff

- Task Forces and Ad Hoc Groups
- Committee Assignments
- Liaison to UNC System
- Additional Responsibilities

Choose categories.
Liaison to UNC System

- PREP Campus Administrator
  - NC State API reconciliation process
- UNC System Accreditation Council
- UNC System Performance Funding Metrics (2013-14)
- UNC System Strategic Plan (2017)
  - Selecting and prioritizing NC State strategies
  - Negotiating metrics
- UNC-GA Data Management Project Team (2014-present)
Task Forces and Ad Hoc Groups

- Interdisciplinary Programs
- Strategic Resource Management
- Academic Program Review
- Budget Restructuring
- Provost’s Cabinet
- Vice Provost’s and Direct Reports
- Budget Routine
- Policy Legislation
Committee Assignments

• Council of Deans
• University Council
• Tuition Review Advisory Committee
• University Budget Advisory Committee
• IT Strategic Advisory Committee
• Compliance Officials Working Group
• Emergency Management & Mission Continuity Team
Additional Responsibilities as Assigned

• Provost’s representative
  – Acting Provost during absences
  – UNC-GA Chief Academic Officers Meetings and BOG Meetings as needed
  – BOT’s University Affairs Committee “back-up”
  – Guest speaker representing the Provost’s Office as needed
Additional Responsibilities as Assigned

- Provost assigned responsibilities
  - MOUs
    - Internal – New Schools/ECHS
    - External – international partnerships
  - Resource management planning
  - College Annual Reviews
  - Center and Institute planning and review
  - Travel authorization and reimbursement approval for Deans
  - Export Controls Oversight Committee
Strategic Plan

- FY 2018 – FY 2020 Implementation Plan
- Interdisciplinary program structure and funding models
- Creation of new Strategic Plan for 2020
QUESTIONS?