

OFFICE OF THE EXECUTIVE VICE CHANCELLOR AND PROVOST
2018- 2019 ANNUAL REPORT TO THE CHANCELLOR
JULY 1, 2018 – JUNE 30, 2019

ANNUAL PROCESSES

Budget: With the vice chancellor for finance and administration, Executive Vice Chancellor and Provost Arden administered the \$1.7 billion FY 2018-19 budget, which included \$7M in continuing enrollment change funding. Funds distributed from Provost's Reserves in FY 2018-19: \$26M in one-time funding and \$9M in continuing funding.

Reappointment, Promotion and Tenure (RPT): 185 cases were reviewed in the 2018-19 cycle; 183 cases were successful resulting in 69 reappointments, 36 promotions with tenure, 8 tenure conferrals of associate professors (no change in rank), 46 promotions to professor and 24 promotions of professorially-ranked non-tenure-track faculty. The Office of Faculty Affairs (OFA) took several actions in support of providing clarity around the RPT process and other faculty career milestones. OFA led the transition from Statements of Mutual Expectations to Statements of Faculty Responsibilities, partnered with Enrollment Management and Services to create a post-tenure review (PTR) training video, explored improvements to the Chancellor's Faculty Excellence Program Plan for Review process, worked with Human Resources to streamline the terms of some faculty and administrator appointment letters, continued to improve and refine RPT Online and developed an integrated PTR Online module.

Faculty Retention, Recruitment and Professional Development: The Office of the Executive Vice Chancellor and Provost assisted and coordinated several faculty retention efforts across multiple colleges; the office is aware of 12 retention/counteroffer efforts as of June 30, 2019; 8 of these were successful. The Provost's Office also funded 66 new faculty start-up packages totaling \$34M and facilitated eight key underrepresented minority faculty recruitments through of the Targets of Opportunity program. Provost Arden worked closely with the vice chancellor for advancement to secure five new named distinguished chairs and professorships. The Provost's Faculty Fellows Program, which allows faculty interested in learning more about academic affairs administration to hone their skills as leaders, launched this year; six faculty are in the 2018-19 cohort. The Office of Faculty Affairs hired a director of external faculty awards and recognition to help

identify potential faculty nominees and support faculty throughout the awards process. Key strategic recruitment and retention efforts are ongoing; see details below under the Chancellor's Faculty Excellence Program, University Faculty Scholars and College of Agriculture and Life Sciences restructuring (co-funding new positions).

Academic Planning and Substantive Accreditation Actions (Academic Year 2018-19):

New Undergraduate Degree Programs and Certificates: Essentials of Business (certificate) and Field Botany (certificate).

New Graduate Degree Programs and Certificates: Biology for Educators (certificate), Computer Science (certificate), Finance (certificate), Global Health (certificate), Marketing (certificate), Operations and Supply Chain Management (certificate), Renewable Energy Assessment and Development (certificate) and Tax Analytics and Technology (certificate).

Graduate Pathway Programs: Pathway Program (College of Engineering modified 3+x).

Off-site Instructional Sites: Durham Public School Professional Development Center (50% or more), Wake County Public Schools Human Resource Center Crossroads (25-49%) and Wilson County Community College (notification, 50% or more).

Discontinuations: B.S. Biomedical Engineering (NC State degree), B.S. Extension Education and B.S. Soil and Land Development.

International Agreements: Nanjing Normal University, China (3+x Memorandum of Agreement (MOA), Math) and South China Normal University, China (3+x MOA, Math).

Changes to Degree/Program Title, Delivery Mode, CIP Code: Ed.D. Community College Leadership (name change), Master of Accounting (delivery mode change), Master of Architecture (CIP code change), Master of Graphic Design (CIP code change), Master of Management (delivery mode change), B.S. Biological and Agricultural Engineering Technology (name change), B.S. Crop and Soil Science (name change) and Policy Analysis (certificate name change).

SACS Follow-up/Correspondence: Intensive English Program (non-credit to credit - no SACS action needed) and Accounting Test Credit Initiative (no SACS action needed).

Awaiting SACS/UNC System Office Approval or Related Correspondence: Ph.D. Agricultural and Human Sciences (Intent to Plan), Ed.D. Agricultural and Extension Education, M.Ed. STEM Education (title change, discontinuations), Chongqing University of Posts and Telecommunications (3+2 M.S. Technical Communication), Meredith University (dual degree, Engineering), Qingdao University (3+x Master's, Textiles), Soochow University (3+x Master's, Textiles) and Zhejiang Sci-Tech University (dual degree, Textiles).

Ongoing/Undergoing University Routing Process: Ph.D. International Relations (awaiting submission of Request to Establish), M.S. Econometrics and Quantitative Economics (awaiting submission of Request to Establish), M.S. Foundations of Data Science (awaiting submission of Request to Establish) and Tuskegee University (3+x Accelerated Bachelor's and Master's (ABM), Natural Resources).

Under Review for Approval to Begin University Routing Process: Ph.D. Engineering Education and M.S. Engineering Education.

Programs Approved for Increased or New Premium Tuition: M.S. Foundations of Data Science, a new program with new premium tuition of \$5,600/year, was submitted and approved for 2020-21 through the Board of Trustees in November 2018 and will be submitted to the UNC BOG with request to establish.

College and Unit Leadership:

Reviews: Conducted 5-year leadership reviews for Dean of the College of Humanities and Social Sciences Jeff Braden and Senior Vice Provost for Institutional Research and Planning Mary Lelik.

Leadership transitions: Annette Ranft, dean of the Poole College of Management, left NC State in late July 2018; Frank Buckless named interim, effective August 1, 2018. Mary Watzin stepped down from her position as dean of the College of Natural Resources, effective effective August 16, 2019; Myron Floyd named as interim and a national search is planned for 2019-20.

Searches: Completed three successful national searches for senior vice provost and director of NC State University Libraries (Greg Raschke), Stephen P. Zelnak Jr. Dean of the Poole College of Management (Frank Buckless) and vice provost for continuing education (Mark Bernhard). Began a national search for vice provost for institutional equity and diversity and Provost Arden is serving as chair of the nomination committee for vice chancellor for finance and administration.

Staff changes: Within the Provost's Office, hired a director of special projects and planning (Kelly Wick), a director of external faculty awards and recognition (Maria Almanza) and a new executive assistant to the provost (Reva Dunn). Promoted Fashaad Crawford to vice provost for assessment and accreditation, effective July 1, 2019.

International Partnerships:

NC State signed 39 Memorandums of Understanding and agreements this year (26 new and 13 renewals).

Student Exchange and Study Abroad Agreements: Barcelona Study Abroad Experience, Spain; Hong Kong Polytechnic University, Hong Kong (renewal); Swansea University, United Kingdom; Swedish University of Agricultural Sciences; University of Aberdeen, United Kingdom; University of Adelaide, Australia (renewal); University of Surrey, United Kingdom (renewal), and WHU - Otto Beisheim School of Management, Germany.

Memorandums of Understanding: Adam Mickiewicz University, Poland (renewal); American University in Cairo, Egypt; Beijing Institute of Technology, China; Hochschule Niederrhein University of Applied Sciences, Germany (research, Nonwovens Institute); Indian Institute of Technology - Bombay, India; Institut Agronomique et Vétérinaire Hassan II (IAV Hassan II), Morocco (renewal); Institute for Nuclear Research and Nuclear Energy, Bulgarian Academy of Sciences, Bulgaria; Jade University of Applied Sciences, Germany; Kyoto Institute of Technology, Japan (renewal); Nuclear Regulatory Agency, Bulgaria; Nuclear and Industrial Engineering (NINE), Italy; Renmin University of China; Shinshu University, Japan (renewal); Soochow University, China; Stellenbosch University, South Africa (renewal); Universidad de Chile (CIAE); Universidad Politécnica de Madrid, Spain; University of Adelaide, Australia (renewal); University of Freiburg, Germany; University of Ghana, and University of Sao Paulo, Brazil (renewal).

Other Agreements: Chongqing University of Post and Telecommunications, China, (3+2 agreement, M.S. in Technical Communications); COLFUTURO (Fundacion para el Futuro de Colombia), Colombia (cooperation agreement); CONCYTEC (National Council of Science, Tech, and Technological Innovation), Peru (inter-institutional cooperation agreement); Jordan University Cooperation Network (cooperation agreement); Soochow University, China (3+x in Textiles); University Global Partners Network (UGPN agreement, renewal); Universitat Politècnica de València, Spain (ERASMUS+ agreement, renewal); Université Catholique de Lille, France (EU General Data Protection Regulation (GDPR) addendum to the student exchange,

renewal); University of Michigan-Shanghai Jiao Tong University Joint Institute, China (3+x agreement for Engineering Graduate Pathway program), and Zhejiang Sci-Tech University, China (dual degree agreement for Textiles Master's).

Risk Management and Compliance: Strategic risk management and compliance continue to be routinely discussed at the Chancellor's Cabinet meetings and Provost Arden continues to chair the University Compliance Steering Committee. Provost Arden worked this year with Vice Chancellor and General Counsel Allison Newhart and Interim Vice Chancellor for Finance and Administration Mary Peloquin-Dodd to develop the job description for a new position of chief compliance, risk management and ethics officer, reporting directly to the chancellor.

Assessment and Accreditation: Vice Provost for Assessment and Accreditation Fashaad Crawford continued to improve the university's internal processes around assessment and accreditation. His projects have included improving the college-level annual assessment reporting process, convening a new Academic Assessment Council and creating a standard procedure for proposing and reviewing dual degrees. This year, he and Senior Vice Provost for Academic Strategy and Resource Management Larick have focused on preparations for the submission of NC State's fifth-year report to SACSCOC, which includes coordinating 17 compliance certification teams and the creation of a website for the report and its supporting materials. A fifth-year report steering committee has also recently been named. With the promotion Fashaad Crawford to vice provost for assessment and accreditation, effective July 1, 2019, a centralized Office of Assessment and Accreditation is being created to ensure ongoing institutional effectiveness activities are well-supported and staffed.

HIGHLIGHTS FROM OFFICE OF THE PROVOST UNITS

Brief reports from Provost's Office units that 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; Offices of Faculty Affairs and Faculty Development; Office of Global

Engagement; Office of Institutional Research and Planning; Office of Outreach and Engagement; McKimmon Center for Extension and Continuing Education; University Libraries.

Other Units Included: Biotechnology Program; Institute for Advanced Analytics; Institute for Emerging Issues; NC State Entrepreneurship; STEM Initiative; Shelton Leadership Center.

STRATEGIC PLANNING

Metrics: Continued to track progress and identify annual trends

(<https://strategicplan.ncsu.edu/wp-content/uploads/2019/04/sp-metrics-04-2019.pdf>) and assisted Chancellor's Office in preparing annual report card presentation.

FY 2018, 19 and 20 Implementation Plan: Continued to track progress on initiatives assigned to the provost (<https://strategicplan.ncsu.edu/wp-content/uploads/2018/05/ip-fy18-to-fy20.pdf>). **See Appendix B for progress made on specific initiatives assigned to the provost.**

Development of New Strategic Plan: Began the plan-to plan process for the development of the next strategic plan in 2019-20. A kick-off leadership retreat to begin the official planning process is scheduled for September 3, 2019.

Unit-level Strategic Plans: As part of the annual review process, leaders of each unit are asked to provide a narrative of internal resource allocations to support their strategic plan.

UNC System Strategic Plan: The Provost's Office continued to support UNC System Office's requests related to metrics for Higher Expectations: The Strategic Plan for the University of North Carolina.

KEY STRATEGIC INITIATIVES

Enrollment Planning: The Enrollment Planning Committee, led by Senior Vice Provosts Duane Larick and Louis Hunt, continued to utilize multi-pronged approaches to support NC State's enrollment planning efforts. These approaches included offering to meeting individually with all colleges to discuss enrollment planning and monitoring, supporting the continued implementation of Slate, a CRM application management system, at the graduate and undergraduate level, and further development of a SAS Visual Analytics tools to assist with enrollment forecasting and reporting. The Provost's Office distributed the enrollment change budget to

colleges at 50% (per Budget Restructuring Task Force guidelines); six colleges/divisions received enrollment budget reductions and six received enrollment budget increases due to meeting or exceeding enrollment targets. The Provost's Office also spent a large amount of time this year in response to potential enrollment funding formula changes being discussed by the UNC System Office and the North Carolina legislature.

Close Collaboration with OFA and ORI: The Provost's Office continued expanded interactions with representatives from the Office of Finance and Administration (OFA) and the Office for Research and Innovation (ORI). These expanded interactions are designed to foster close working relationships that support and enhance NC State's overall operations and ensure that the offices are considering and facilitating actions that are in the strategic interests of the university as a whole. Given the leadership transitions in both units this year, no big joint initiatives are in process at this time. The offices have met regularly to discuss the F & A distribution model and receipts-supported buildings on Centennial Campus.

Graduate Student Support: The Provost's Office offered over 80 Provost's Doctoral Fellowships 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. The office also offered over 36 matching stipends for graduate training grants in 2018-19, committed to funding \$2.1M in graduate stipends as part of faculty start-up packages and continued support for the Southern Regional Education Board (SREB) Doctoral Scholars Program, which provides a pathway to the Ph.D. for students from underrepresented groups in science, technology, engineering and mathematics.

Chancellor's Faculty Excellence Program (CFEP): There were eight cluster faculty hires and three departures this year. The Provost's Office worked with the Digital Transformation of Education cluster to evolve leadership and reinvest in positions opened due to departures and made a strategic investment in the Environmental Health Sciences cluster by adding one position in the year that the Center for Human Health and the Environment would compete for a renewal of their center grant. One cluster, Innovation and Design, has been officially delustered and the two faculty hired are no longer at NC State. The Provost's Office also allocated \$10,000 per cluster in discretionary funding in FY 2018-19, which was used by the clusters for

activities including speaker/seminar series, website and podcast development and graduate student recruitment.

University Faculty Scholars: The 2018-19 cohort of 20 scholars was announced in February 2019. Of the 146 faculty who have received this honor since the program's founding in 2012, only 5% have left NC State, making this program an effective part of the Provost's Office efforts to retain outstanding faculty.

One-Stop Shop: Student Services Center: The new one-stop Student Services Center opened in Fall 2018, centralizing registration, financial aid, and student account support services to increase efficiency and effectiveness. Staff have been cross-trained and the physical space is now complete.

Alternative Pathway Programs:

Community College Collaboration: The NC State Community College Collaboration (C3) began in spring 2018 with eight regional community college partners in close geographic proximity to NC State. The program aims to enroll transfer students from rural communities, low-to-moderate income families, and first-generation students through a dual-admission process. Specific outcomes for the past year include admitting the first cohort of 85 students and developing an integrated degree audit and planning tool that allows program participants to plan a path toward four-year degree completion while still enrolled at the community college. NC State was also awarded a \$1M grant from the North Carolina GlaxoSmithKline Foundation to be used to fund scholarships, staffing, and programming over the next three years and, as a result of the grant, two more community colleges (Robeson and Sampson Community Colleges) were added to the program.

Spring Connect: In its second year, the Spring Connect program enrolled 476 students in spring 2019. That cohort was very diverse and included 232 students from Tier 1 and Tier 2 designated North Carolina counties. Approximately 350 new students are expected to enroll through the Spring Connect program in January 2020.

Transfer Services: The new Transfer Services Center website (transfer.ncsu.edu) went live in fall 2018. Designed for prospective and enrolled transfer students, the website pulls together information from the entire campus serving as a single resource for all information relating to transfer students. Information about the admissions application process, orientation and other transition activities, transfer credit and student success resources are all linked on this site.

Undergraduate Internship and Scholar Programs:

Provost's Professional Experience Program: In 2018-19, approximately 538 undergraduate students representing all ten colleges participated in the Provost's Professional Experience Program (PEP). Demand to create positions within the PEP program structure continued to increase with more than 810 requests for positions in 2019-20. The Office of Scholarships and Financial Aid collaborated with Enterprise Application Services in the spring of 2019 to create PEP Central in MyPack. PEP Central incorporates the business operations functions of PEP in MyPack to create a more streamlined process from position requests through student hiring and payroll administration.

Rural Works!: The Rural Works! internship program, a partnership between the Division of Academic and Student Affairs, the Office of Outreach and Engagement, and NC State Cooperative Extension, is now in its second year. This program supports NC State's commitment to social, economic and technological development across North Carolina by offering an engaging internship experience for high-caliber students to work with employers to achieve their workplace goals in rural counties. In summer 2018, Rural Works! had 20 participants located in 12 counties across NC working with 11 government agencies, 5 nonprofit organizations and 4 private companies. In summer 2019, the program will have 40 interns in 29 counties, representing four academic units (Colleges of Agriculture and Life Sciences, Engineering and Humanities and Social Sciences; University College - Exploratory Studies).

Golden LEAF Scholars: This was the pilot year for the NC State Golden LEAF Scholars program, a joint project of the Shelton Leadership Center, the Institute for Emerging Issues, the Office of Outreach and Engagement and the Division of Academic and Student Affairs. The pilot was designed to address some of the challenges that students coming from rural areas may face, such as finding their place, both socially and academically, and creating new communities of support in an unfamiliar environment. The scholars were invited to participate in four events during the academic year specifically designed to create a sense of community while they learned about values-based leadership, policy and community service. There were also opportunities for the students to offer feedback to the university on how to more effectively meet the needs of students from rural areas.

Academic Success Center: Work continued on the development of a new one-stop academic support space – the D.H. Hill Academic Success Center. The Provost’s Office, the Libraries, DASA, Capital Project Management and the Office of the University Architect collaborated to advance the project into the construction phase, which began in May 2019. Planned to open in fall 2020, the project includes the complete renovation of the second and third floors of the bookstacks towers, a new open stairwell connecting these floors with the Ask Us lobby and new mechanical rooms on the fourth floor. In addition to the DASA Academic Success Center spaces on the second floor of the north tower, new Libraries spaces will include an Innovation Studio on the second floor of the south tower, an enlarged and upgraded Visualization Studio on the third floor of the north tower and a Data Experience Lab on the third floor of the south tower. Libraries and DASA staff are working together to build mutual understanding of and integrate their services for students, and to share strategies and methodologies for assessing those services. A renovation website (www.lib.ncsu.edu/renovation) was created to show the NC State community the extraordinary changes coming to the D. H. Hill Jr. Library and will be updated continuously as the project moves forward.

Data Initiatives:

Institutional Data Profiles: The interface and navigational tools for online Institutional Data Profiles were updated in FY 2018-19. Roll-up reports were also enhanced to identify trends within colleges and across departments.

Admission Status Reporting (ASR) System: The Office of Institutional Reporting and Planning (OIRP) completed a cooperative effort to integrate undergraduate, graduate and institutional-level ASR system in the SAS Visual Analytics environment. Diversity metrics were incorporated in the Application Status Report to allow colleges to compare the diversity of their applicant pools with enrolling student cohorts to inform and promote successful recruitment efforts.

Instructional Capacity Modeling: OIRP, the Office of Information Technology, Registration and Records and the Graduate School continued collaborative efforts with SAS to use predictive analytics to develop enrollment flow models for various student populations.

Global Engagement Initiatives:

University Global Partnership Network: NC State hosted the University Global Partnership Network (UGPN) annual conference in April 2019 as the consortium's signature event. Over 40 delegates from across the network joined 70 NC State faculty and staff to focus on research in areas of One Health and Global Health, Big Data and Data Science, Smart and Sustainable Cities, and Innovation and Entrepreneurship.

Global Engagement Institute: The Office of Global Engagement launched the Global Engagement Institute, a new annual program to provide professional development, support, guidance and consultation for faculty and staff interested in developing research, scholarship or academic programs with an international focus. This year, the institute supported a year-long development program for 10 faculty and staff focused on Sub-Saharan Africa, culminating in a Higher Education Summit in Uganda.

NC State European Center in Prague: Overall enrollment at NC State Prague increased 15 percent from 2017-18 to 2018-19, with 227 students studying abroad during the academic year. Kim Strozewski was hired as the new center director and the center saw many new initiatives this past year with a new course selection system, more STEM offerings, technology support and facility improvements.

New Asian Strategy: The Confucius Institute ended its programming at NC State in June 2019. The Office of Global Engagement is leading the development of a new Asian strategy for NC State by combining current initiatives to formulate a new, broad strategy to engage in activities, programs and partnerships in Asia through campus surveying and data collection.

Academy of Excellence in Global Engagement: The Office of Global Engagement developed the Academy of Excellence in Global Engagement to recognize faculty and staff's international achievements and ensure NC State's ongoing legacy of global leadership; the Academy includes Global Awardees and Fulbright Scholars.

Rural Strategy: In August 2018, the Office of Outreach and Engagement, in partnership with the Division of Academic and Student Affairs, began a strategic planning process for how NC State supports and engages students and communities from rural NC. Motivated by the UNC System's strategic goals of recruiting, retaining, and graduating more rural students, and building off of NC State's land-grant mission, the strategy incorporated feedback from all 10 colleges and multiple university units and centers. Three working groups were formed (student success, resource utilization, and place-based mission) with unique goals and

strategies to support rural NC. Groups met throughout the academic year and the implementation plan was finalized in spring 2019, with approval and implementation beginning in fall 2019.

Communications Initiatives:

Faculty Central: University Communications, the Research Office, the Office of Faculty Development, Human Resources and the Office of the Executive Vice Chancellor and Provost developed a central faculty-specific website (<https://facultycentral.ncsu.edu/>) to help faculty more easily find resources that are currently housed on many websites across campus. The site rolled-out in fall 2018.

Newsletter and Social Media: Continued monthly Office of the Provost newsletter delivered to all faculty and graduate assistants and all staff in the units reporting to the provost. This year, the Office of the Provost has continued to work closely with the Office of Faculty to develop faculty-focused content. The Office of the Provost Twitter feed, established in 2016-17, has grown to over 900 followers.

College and Unit Restructuring:

No significant college or unit restructuring occurred this year. As part of the College of Agriculture and Life Sciences' restructuring in 2016-17 and in support of strategic hires, the Provost's Office is co-funding 44 new CALS faculty positions over four years. Thirteen new strategic faculty hires joined the college in FY 2018-19, making it a total of 32 new faculty hired date. The college has two additional faculty commitments and is actively recruiting for six more positions. Recruitment for the final four positions should begin fall 2019.

CONCLUSION

The Provost's Office continues to advance key elements of NC State's Strategic Plan, aligning the university's core priorities with the available resources. With the current plan coming to an end in 2020, the office began the plan to plan process in the 2018-19 academic year to facilitate the development of a new strategic plan in 2019-20. NC State has made great strides over the past eight years and it's important to maintain our momentum and stay focused on our priorities as we continue to be bold and innovative. In the coming year, the Provost's Office will lead the campus-wide process to develop NC State's next strategic plan while also completing the university's fifth-year interim report to the Southern Association of Colleges and Schools Commission on Colleges, which is due in March 2020.