

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

Program Statistics Online and DE programs: DELTA provided funding to deliver the Undergraduate Certificate in Essentials of Business. Another new program, the Graduate Certificate in Renewable Energy Assessment and Development, is under development pending final approvals. In support of DE program planning and development, DELTA conducted and implemented 24 environmental scans, feasibility studies, competitive and trend analysis research projects, partnering with the Burning Glass Research Program, the Educational Advisory Board, and the UPCEA Center for Research and Strategy.

Testing services: DELTA continues to see growth in the demand for testing services, with an 11.5% increase this year. For the third year, DELTA investigated a North Campus location for an expanded DE proctoring center as they have outgrown their current testing location. In spring 2019, DELTA switched to an appointment-only testing service and partnered on a pilot basis with the Poole College of Management and the College of Design to temporarily repurpose computer labs as additional testing space. While the additional space and the appointment system helped ensure that we were able to provide testing at the necessary volume, the margins for testing capacity were very thin and left little flexibility to respond to an emergency situation.

Initiatives Course redesign: Through their grants program, DELTA has worked with a number of instructors to redesign courses to improve classroom pedagogy, lab utilization, and improved use of faculty and TA resources to address increasing course enrollments. More than 40 courses were impacted over the last year, with seven additional courses assessed for future redesign or instructional tool creation. Classroom infrastructure improvements: DELTA maintains 10 video-based Distance Education classrooms in support of its distance education classes. To ensure optimum recording quality, both video classroom and the central control room underwent multiple upgrades this past year, including changing DELTA's transmission and monitoring core to fully integrated IP workflows. Support for non-credit courses and programs: DELTA continued to support non-credit courses and programs with Moodle and through

their existing WolfWare Outreach (WVO) program and new peer WolfWare Internal Training and Development program. As part of these programs, the REPORTER system supports registrations/financial management for non-credit activity. 84 business units are currently using REPORTER with 21 of those also being WVO clients. Over 140,000 registrations and more than \$3.4 million in payments were processed by REPORTER this year. Wolfware and Moodle improvements: Through WolfWare, instructors are able to easily manage student rosters, submit student grades, and access other instructional tools. Tools added to WolfWare in 2018-19 included Zoom (a web conferencing tool chosen to replace Blackboard Collaborate) and a Google Groups email tool (allows instructions to easily send email to groups of students). Moodle integrations that were added include Google Course Kit (facilitates the use of Google Docs in a course setting), Mediasite (for easier access to video content), textbook publisher content access (in partnership with the NC State Bookstores), Turnitin plagiarism detection software (in partnership with the Graduate School), Lynda.com learning content (in partnership with the Libraries) and PlayPosit for creating more interactive videos. Online course improvement program: Quality Matters is a faculty-centered, peer review process designed to certify the quality of online courses and online components. DELTA worked with 15 Distance Education faculty this year in a rigorous course improvement program within the internationally recognized Quality Matters framework. These courses underwent an intensive internal course review and an official Quality Matters review. Six courses were certified in fall 2018, six courses were certified in spring 2019 and six other courses are in process, with anticipated certification in fall 2019. Project management and agile practices: The DELTA team is leading the efforts to introduce project management and agile practices as a method to increase cross-departmental collaboration and transparency. DELTA staff has facilitated agile and lean project management training for HR and founded the Project Management and Agile Community this year, drawing participation from all areas of the university. Research and assessment: DELTA funded its first post-doctoral position this year, with a research agenda focused on comparing (and understanding) retention differences in online and face-to-face courses, and created an assessment repository to provide a number of resources to colleagues across campus related to learning analytics, assessment, survey creation/administration, data analysis, and learning technology.

*Diversity* DELTA is proactive in their recruitment practices to incorporate diversity into their workforce, extending recruitment to social media sites, listservs, networks and professional sites. DELTA also sustains a positive and healthy work culture through participation in the Wolfpack Wellness program, and had 11 scheduled activities this year with over 100 participants across these events.

*Awards/Accolades* First Impressions, a Virtual Reality game DELTA staff developed in conjunction with the NC State Global Training initiative, won the 2018 Campus Technology Impact Award in the Teaching & Learning category. Lou Harrison was a 2019 university-level recipient of the NC State Awards for Excellence in the customer service category. DELTA provided support for a Gertrude Cox Award Innovation Excellence in Teaching and Learning with Technology winner, a course redesign for CE 373: Fundamentals of Environmental Engineering with Fernando Menendez and Douglas Call. Two DELTA projects were Bronze Winners in the General Education — Non-Broadcast categories for the 2019 Telly Awards, the premier award honoring film and video productions from around the world).

*Staff* Nine new staff members joined DELTA this year, including Dan Copher, networking technician (new position), Dan Spencer, DELTA postdoctoral research scholar (new position), Brandon Pope, networking technician (new position), Alex Bennett, classroom support technician, Katie Harris, multimedia designer, Scott Leonard, desktop/Windows support Analyst, Monica Smith, social media specialist, Sean Ervin, web developer/data analyst (new position), Jamie Strickland, DELTA testing associate, and Stephen Waddell, immersive media developer (new position).

*Recommendations/Concerns* Enrollment funding models remain a concern for the future, and DELTA remains concerned about working within the constraints of the UNC System funding models, to be determined, to continue support for new and established online and distance education programs. They also continue to see growth in Flexible Access online courses and the need for additional proctoring space on main campus is an ongoing concern.

## **Division of Enrollment Management and Services (EMAS):**

*Program Statistics* Admissions and enrollment: For the fall 2019 semester, NC State received more than 34,800 applications, the largest applicant pool in our history while also passing the 30,000 mark for freshman applications. The admit rate for freshmen applicants was below 45%, the lowest in NC State's history and significantly lower than most of our peers. The incoming class will be one of the largest in university history and will be within +/- 2% of target. The academic quality of the incoming class continues to be strong, with an average SAT score of 1328, average unweighted GPA is 3.82 and average weighted GPA is 4.28. For the first time in university history, the incoming class has more female students than males. Noteworthy is the 77% increase in the number of female engineering students in the 2019 cohort versus the 2011 cohort. The incoming class includes students from 30 countries, 46 states and U.S. territories, and 98 of North Carolina's 100 counties. While recruitment of African-American students remains a challenge, overall ethnic diversity of deposited and enrolled students has increased.

*Initiatives* Spring Connection: In its second year, the Spring Connection program enrolled 476 students in spring 2019. That cohort was very diverse and included 232 students from Tier 1 and Tier 2 designated NC counties. Approximately 350 new students are expected to enroll through the Spring Connection program in January 2020. Community College Collaboration (C3): The C3 program began in spring 2018 with eight regional community college partners with 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. The first cohort of 85 students were admitted into the C3 program and an additional 120 have been admitted into the second cohort. Specific outcomes for the year include: creation of a C3-specific admission process using Slate, development of an integrated degree audit and planning tool, development and distribution of promotional materials and reallocation of resources to hire two staff to manage the program. A grant from the NC GlaxoSmithKline Foundation was awarded in the amount of \$1,064,000 and will be used to fund scholarships, staffing, and programming over the next three years, resulting in two more community colleges being added to the program. Transfer services: The new Transfer Services Center website ([transfer.ncsu.edu](http://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.

Goodnight Scholars: The program expanded their transfer scholarship to 20 recipients representing 14 counties and 11 NC community colleges for the third cohort of transfer students in the program. Slate

CRM: Undergraduate Admissions built the ecosystem in which all prospective student data and applications will now exist, transitioning from AdPros to a new customer relationship management system (CRM) – Slate. This infrastructure includes 455,000 prospect records. In this first year of implementation EMAS has enhanced the campus visit registration process, implemented communication campaigns, expanded data analysis capabilities, and moved its high school counselor database to Slate. Developed

strategies to improve institutional efficiency and effectiveness: The Office of Scholarships and Financial Aid (OSFA) has incorporated the Wilson College of Textiles into PackASSIST, making PackASSIST the central scholarship platform for all undergraduate college based scholarships, DASA, OIED, Shelton Leadership, Caldwell Fellows, the Goodnight Scholars Program and scholarships awarded by the OSFA.

The processing and articulation of transfer credit continues to evolve under EMAS, with the posting of transfer credit, a process shared process between Undergraduate Admissions and Registration and Records, becoming increasingly automated. The Registration and Records developed a perpetual academic calendar to streamline future calendar development and build calendars using a consistent set

of factors and constraints and presented it to the University Calendar Committee. Data analysis capabilities were improved via dashboards within SAS, Tableau and SAS Visual Analytics to assist with recruitment and yield efforts. EMAS developed a new dashboard via SAS Visual Analytics to display course and room scheduling information in a variety of data visualizations designed to uncover opportunities in improving classroom utilization. Utilizing Slate, a new process for the readmission of former undergraduate students seeking to return to NC State to complete their degrees was developed and implemented, offering better communication channels and a more user friendly experience. 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. PEP work program: The Provost's Professional Experience Program (PEP) continues to grow and is integral to creating high impact

and implemented, offering better communication channels and a more user friendly experience. 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. PEP work program: The Provost's Professional Experience Program (PEP) continues to grow and is integral to creating high impact

experiences for undergraduate students. In 2018-19, approximately 538 undergraduate students representing all ten colleges participated in PEP. Demand to create positions within the PEP program structure continues to grow with more than 810 requests for positions in 2019-20. The Office of Scholarships and Financial Aid collaborated with Enterprise Application Services in spring 2019 to create PEP Central in MyPack, which incorporates business operations functions to create a more streamlined process from position requests through student hiring and payroll administration. Enhanced institutional pride: EMAS planned and executed a variety of high-profile events throughout the year including but not limited to Fall and Spring Commencement, University Open House, Chancellor's Senior Reception, Experience NC State admissions yield events, Early and Middle College Summit, First in Family Luncheon, Parents and Families Weekend, Spring Fling, PacKIN Action and more to promote NC State pride. EMAS also hosted a variety of high school counselor and transfer advisor events at NC State including high school counselor fly-ins for domestic and international counselors. These events reinforce the University's "Think and Do" brand and help elevate the institutional reputation.

*Diversity* In December 2018, Undergraduate Admissions partnered with Admit Hub to create and support a chatbot. The chatbot technology is intended to increase staff efficiency and effectiveness in the recruitment, enrollment, and retention of first-generation, low income, and rural students. EMAS continues targeted efforts to recruit and retain a critical mass of diverse students through a variety of programming and outreach activities including but not limited to the Emerging Scholars Academy, a six-day residential, academic enrichment program for rising high school juniors focused on college preparation and the African American experience and culture. and Native Education Forum, a six-day residential summer program for rising high school juniors and seniors. In summer 2019, Undergraduate Admissions will debuting CAMINOS: Your Journey to College, is a four-day residential camp for Latinx rising high school juniors and seniors that exposes future scholars to opportunities within and around higher education while reinforcing cultural identity and community ties.

*Staff* In the fall of 2018, Ronnie Chalmers was promoted to director of strategic initiatives within Undergraduate Admissions. His role will be to lead the office's recruitment efforts of underrepresented

and rural students in support of NC State's Strategic Plan along with the UNC System's strategic goal of access focusing specifically on increasing the enrollment of low-income and rural students.

**Offices of Faculty Affairs (OFA) and Faculty Development (OFD):**

*Program Statistics* OFD activities: Due to staff shortages (vacant assistant director position and two staff out on family/medical leave), OFD offered a slightly reduced program mix in 2018-19. New Faculty

Orientation: The OFA and OFD teams combined their expertise to coordinate orientation programs for new faculty, with over 70 new faculty members attending the new faculty orientation in August 2018.

OFA/OFD continued its collaboration with several colleges (Colleges of Engineering, Natural Resources, Sciences and Textiles) to include their new faculty in the campus-wide orientation for new faculty.

Symposium of Teaching and Learning: OFD hosted the annual symposium in February 2019, which included nearly 30 teams of faculty, staff and students presenting their research at the symposium's poster session. Topics covered ranged from inclusive learning design and online instructor best practices to service learning, graduate assistant training and more. Keith Sawyer, Morgan Distinguished Professor in Educational Innovations at the University of North Carolina in Chapel Hill, gave the keynote THINK

Lecture, "Educating for Innovation." Reflective Educational Development (RED) Core Teaching

Certification (CTC): Spearheaded by Senior Faculty Development Specialist Amy Neaves, this program revamped OFD's Certificate of Reflective Teaching program, making it both more expansive in terms of content and more accessible via hybrid and online offerings. Participation rates and completion rates for the RED CTC have far exceeded rates for the previous certificate program, meaning that many more faculty have learned best practices in course design, assessment, and student engagement. Provost's

Faculty Fellows Program: Vice Provost for Faculty Affairs Katharine Stewart worked closely with Provost Arden to develop and implement the new Provost's Faculty Fellows Program, a leadership development program for NC State faculty who have an interest in either leading from the faculty role or in moving into academic administrative positions. Six faculty are in the 2018-19 cohort.

*Initiatives* OFA and OFD continue to support multiple faculty-related policies and processes within the university, including appointment, reappointment, promotion, tenure, post-tenure review, scholarly reassignment, distinguished professorships, the THINK Quality Enhancement Plan, various internal

faculty award processes, and phased retirement planning. Last year saw higher-than-average activity in some of these domains, with a record number (185) of dossiers submitted for RPT review, a comprehensive evaluation of the THINK program, engagement with Faculty Senate during discussions about non-tenure-track faculty and the Senate's subsequent recommendations on this topic, the refinement and deployment of SFR Online (a companion to RPTOnline, which facilitates the online creation of Statements of Faculty Responsibility), and the development of additional guidelines for distinguished professorships, and planning for academic continuity. OFA/OFD also convened a group of representatives of various units around campus with interests in faculty development. The Faculty Development Partners' Group has met throughout 2018-19 and completed an initial listing of the various programming they offer for faculty support.

*Diversity* Amy Neaves is working with the Office of Institutional Equity and Diversity and contributing her own wealth of knowledge to develop the next module within the RED framework, which will be a certification in inclusive teaching and learning practices within the classroom. Vice Provost Stewart is working with Interim Vice Provost for Institutional Equity and Diversity Sheri Schwab to revamp the Climate Workshops for Department Heads, which will include content on supporting a healthy departmental climate for women and underrepresented minority faculty and staff.

*Awards/Accolades* Presentations and publications by OFA and OFD staff in the past year include:: Chapman, D. D. & James, D. (2018, October). *Stepping backward to lead forward: Creating a scalable course design institute (CDI) for busy faculty members*. International Society for Exploring Teaching and Learning (ISETL), Tempe, AZ. Chapman, D. D. & Stewart, K. E. (2019, April). *Advancing full-time non-tenure track faculty growth and equity: How university leaders can support successful promotion experiences*. American Educational Research Association (AERA), Toronto, Canada. Chapman, D. D. & Neaves, A. (2019, June). *Developing a comprehensive online certificate program for faculty*. Distance Learning Administration Conference (DLA), Jekyll Island, GA. Monica Banks and Jonathan Holloway deserve special recognition this year as individuals who ensured excellent experiences for faculty at various events throughout the spring and summer of 2019. They have ensured that the staff absences related to medical leave did not affect any OFA/OFD planned events.

*Staff* OFA hired Maria Almanza into the new position of director of external faculty awards and recognition, and she has had a rapid start over the summer, developing informational materials and beginning to work with Academic Analytics, the OFA/OFD team, and various colleges and departments.

*Recommendations/Concerns* OFA/OFD goals for the coming year include: continue to revamp and improve OFD's offerings; continue the rollout of SFR Online in this RPT cycle, and finalize and deploy PTR (Post-Tenure Review) Online so that it articulates with SFR Online and tracks completion of reviews; develop, with the Faculty Development Partners' Group, a comprehensive and easily understood professional development "map" for faculty; implement a successful approach to increasing NC State faculty's rate of receiving prestigious national and international awards; and continue to implement several of the Faculty Senate's recommendations regarding professional track faculty.

**Office of Global Engagement (OGE):**

*Program Statistics* Study Abroad: Study abroad participation increased 3.5% since last year, with 1,724 outgoing students. Received 1,041 scholarship applications, an 8.7% increase, and provided \$534,000 in scholarship funding, a 5.7% decrease (due to changes in how the College of Engineering provided funds to students) over last year. International enrollment: 4,322 international students were enrolled at NC State in fall 2018, a 0.7% increase over the previous year. NC State ranks 1st in the State and 36th nationally in international student enrollment. 1,835 international students remained on NC State's visa documents after graduation, a 4% increase from the prior census date. Intensive English Program (IEP): Served a total of 322 students and among them, 82 students completed the program and matriculated to degree programs on campus. IEP also provided English conversation classes for 80 visiting scholars and writing classes to 17 visiting scholars. Part-time IEP enrollment was piloted spring 2019 with the target audience of visiting scholars at NC State and their dependents. Global Training Initiative: Provided global skills training to students in various formats, from teaching entrepreneurship students how to build a business across cultures to having 95 students engaged in the new Developing Cultural Competence Student Certificate Program. The office also provided administrative support, orientation, and instruction to nearly 500 SKEMA students. Confucius Institute (CI): The CI ended its programming at NC State in June 2019. In the last year, the CI hosted 74 Chinese cultural events with 144,331 (a 3.9% increase from

the previous year) participants attending the community and outreach events. Japan Center: Offered a total of 34 non-credit courses in Japanese, serving 224 students, a record enrollment increase of 12.6%.

The center and its new director worked in partnership with the NC Department of Commerce and the Economic Development Partnership of North Carolina to attract Japanese businesses to the state.

International partnerships: OGE facilitated the signing or renewal of 39 MOU and agreements; hosted 153 delegates from 24 different countries visitors who met with faculty and university leaders, conducted

research seminars and workshop sessions, and toured university facilities. Research scholars: Supported 584 J-1 visiting research scholars, a 7.7% decrease from last year. Support for faculty international

activities: Awarded over \$180,000 in funding for faculty international activities, including the newly established Global Engagement Institute, Internationalization Seed Grants, International Travel

Assistance Fund, Global Engagement Awards, Nagoya University Research Starter Grants, UGPN Research Collaboration Fund, Harry Kelly Fund for U.S.-Japan Scientific Cooperation and the Israel

Visiting Scholar Fund. Passport services: Processed 3,587 passports with 18 passport agents generating over \$136,000 in revenue. NC State hosted a Citizenship Ceremony in partnership with U.S. Citizenship and Immigration Services where 58 new candidates for citizenship from 36 different countries became official U.S. citizens.

Initiatives University Global Partnership Network (UGPN): Hosted the UGPN annual conference 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. NC State European Center in Prague:

Increased the overall enrollment by 15 percent from 2017-18 to 2018-19 with 227 students studying abroad during the academic year. The center saw many new initiatives this past year with new leadership, a new course selection system, more STEM offerings, technology support, and facility improvements.

Hired Kim Strozewski as new center director. Global Engagement Institute: 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. Through the Institute, supported the first year-long development

program for 10 faculty and staff focused on Sub-Saharan Africa, culminating in a Higher Education Summit in Uganda. New Asian Strategy: The Confucius Institute ended its programming at NC State in June 2019. OGE 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: 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 past recipients of the Global Awards and Fulbright Scholars. Global Health Initiative: Established the Global Health minor, providing opportunities for students to make connections between topics in their major fields of study and global health challenges and to develop interdisciplinary approaches to addressing global health needs.

*Awards/Accolades* Highlighted faculty and staff global research and engagement by recognizing 19 total nominees and four award winners for the Outstanding Global Engagement Award and Jackson Rigney International Service Award.

**Office of Institutional Research and Planning (OIRP):**

*Program Statistics* Institutional and national surveys: During FY 2018-19, the OIRP survey team developed, administered, and provided reports on results from more than 150 unique surveys. These surveys include: annual Incoming Freshmen and Transfer Student Surveys; triennial COACHE Faculty Satisfaction Survey, Alumni Survey and Sophomore and Graduating Senior Surveys; quinquennial Staff Well-Being Survey (most recently conducted in spring 2014; currently planning for fall 2019) and Graduate and Undergraduate Campus Climate Survey (most recently spring 2015; currently planning for spring 2020 administration); and the UNC System Office mandated Employee Engagement Survey.

Data and analytic support: OIRP survey staff routinely support the NC State community and beyond in their own efforts to collect and analyze data for research and assessment activities. Noteworthy activities during FY 2018-19 include: providing data and analytic assistance to the Office of International Services on a project to assess the success of the Intensive English Program program and providing supporting

data for non-traditional diversity metrics defined by the UNC System Office Strategic Plan to include rural students and first-generation students.

*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: OIRP completed a cooperative effort to integrate undergraduate, graduate and institutional-level ASR system in the SAS Visual Analytics environment. Incorporated diversity metrics 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, OIT, 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 (undergraduate and graduate, new and continuing, first year and transfer). Digital Measures: Growth continued in adoption and use of Digital Measures as a single source for maintaining information on faculty professional accomplishments and production of customized reports throughout the year for academic departments, college administration, accrediting agencies, and for other external reporting requirements. Faculty Web Profile functionality based on Digital Measures activity content was implemented. Institutional Factbook: OIRP implemented new SAS Visual Analytics products to deliver official enrollment reporting data to campus users. Efforts are in progress to provide comprehensive documentation for these new products. Academic Analytics: OIRP acquired a new module in Academic Analytics reporting suite Research Insight to help college leadership identify subject matter experts within the institution or externally, build diverse teams, and identify funding opportunities. Administrators and researchers can use Research Insight to build limited submission grant teams, help with strategic planning, identify talent for specific initiatives, and analyze the efficacy of collaborative cross-disciplinary teams. UNC Data Mart: OIRP conducted a compliance review in partnership with Academic Strategy to develop UNC System Office required departmental CIP code data element values for Student Data Mart and expanded Data Mart reporting to improve coding of teacher candidates.

## **Office for Outreach and Engagement (OOE):**

*Initiatives* Faculty stipends for engaged scholarship: To assist faculty members in discovering other engaged scholars in their disciplines, OOE awarded 30 travel stipends or reimbursements of \$500 for faculty to use for engaged scholarship activities approved by the applicant's department for the FY 2018-19. OEO Awards: The Office held its Awards Ceremony and Celebration on April 12, 2017 to recognize faculty, staff, and students for exemplary engagement work. Over 17 faculty, students and community leaders were honored for outreach and engagement service. Wake community-university partnership: In fall 2017, OOE began to deepen the Wake community-university partnership by aligning activities with the county's Social and Economic Vitality program. Through the Provost's Office, OOE signed a MOU with Wake County in December 2018 to focus NC State resources on community identified needs. FY2018-19 activities for this partnership included aligning the OOE incentive grants towards county partners and needs, including six grants awarded in spring 2018 and seven awarded in spring 2019. Rural strategy: OOE, in partnership with the Division of Academic and Student Affairs, began a strategic planning process in August 2018 for how NC State supports and engages students and communities from rural NC. The strategy incorporated feedback from all 10 colleges and multiple NC State units and centers. Three working groups were formed: student success, resource utilization, and place-based mission. Groups met throughout the academic year and the implementation plan was finalized in spring 2019, with approval and implementation beginning fall 2019. Engaged learning: Working closely with the 2018-19 OE faculty fellows, OOE planned and implemented an Engaged Learning Workshop prior to the OE annual awards ceremony in April 2019. The event brought together service-learning thought leaders, practitioners, and funders to discuss NC State's current status for service-learning and vision for growing service-learning course development. The Service-Learning Faculty Associates Program, to begin in fall 2019, was announced at the end of the workshop. This new program will provide one day service-learning training in August 2019 and provide mentorship and training over the academic year, with the goal that each Associate will develop and implement a service-learning course in 2020. Faculty incentive grants: To encourage more engaged scholarship activity by NC State faculty, OOE, through funding from the Office of Research and Innovation and the

Kenan Institute, awarded seven \$10,000 grant proposals to support applied engagement activities through June 2020. The seven awardees will work with community partners in Wake County to help further strengthen the OOE Community-University Partnership. Civic action plan: In early 2016, Chancellor Woodson committed NC State to develop a civic action plan as part of a national effort connected to Campus Compact's 30th Anniversary initiative. In fall 2017, OOE was asked to lead the development of a plan by summer 2018. The office met with representatives from each college and administrative unit to collect stories and metrics on how colleges and units are supporting, engaged with, or aspiring to each of the five tenets of the 30th Anniversary initiative. A working draft of the plan was finished June 2018 and the Engagement Operations Council was formed in September 2018 to, among other duties, help to develop the report into a plan. Goals and strategies were developed over nine months and the plan will be finalized by fall 2019. Rural internships: The Rural Works! internship program, a partnership between Division of Academic and Student Affairs, OOE, and NC State Cooperative Extension, is now in its second year. 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 has 40 interns in 29 counties.

*Staff* Vice Provost Leslie Boney served on the regional review committee for the 2019 W. K. Kellogg Foundation Community Engagement Scholarship Award and on the board of the Engaged Scholarship Consortium.

*Recommendations/Concerns* Unit goals for 2019-20 include 1) widely sharing NC State's draft civic action plan with relevant constituencies, 2) continuing to support the new Engagement Operations Council, 3) finalizing NC State's rural strategy, 4) supporting the newly launched Service-Learning Faculty Associates Program, and 5) strengthening the community university partnership concept.

**McKimmon Center for Extension and Continuing Education:**

*Program Statistics* As a division, 2,922 events (9% increase from 2,647 for 2017-18) were held and 232,761 participants (0.4% increase from 231,831 for 2017-18) attended these events.

Office of Professional Development (OPD): In one of its most successful years, OPD had 17,073 attend 481 seminars, conferences, or certificate programs (online included) this year, with projected revenue of

\$5.1 million. Customized, Contractual Education (CCE): CCE served almost 1,000 participants this year, providing 91 programs with over \$400,000 in revenue. Technology Training Solutions (TTS): TTS had 1,423 participants enroll in its courses, debuted 31 new courses and had annual revenue of \$477,574 last year. Center for Urban Affairs & Community Services: The Center continued to partner with the NC Department of Public Instruction (DPI) by advancing online assessment, identifying learning resources for teachers, and building a distributive scoring platform for DPI to use for constructed response assessments. CUACS was awarded contracts eight active projects contracts this year. In addition, it had new contracts with Vocational Rehabilitation and Department of Commerce. This year's total contracted funding was \$24 million. Osher Lifelong Learning Institute (OLLI): OLLI offered 129 short courses, 82 lectures, 29 study trips and four events, with a total enrollment of 10,818. A total of 346 volunteers (instructors, committee members, hosts, ambassadors and special interest group leaders) contributed to the OLLI program. A total of \$37,456 in annual gifts was raised through fundraising and sponsorships in 2018-19. The Collaborative at Gateway Technology Center: The Collaborative served 6,389 people through 78 programs in 2018-19, which is a 40% increase in program offerings from last year. McKimmon Conference and Training Center (MCTC): Total room rental receipts increased this year from \$1,425,059 to \$1,541,195, which is an 8.1% increase from 2017-18. MCTC's total number of events in 2018-19 was 1,489, a 2.4% increase from last year, with 168,216 participants. The McKimmon Center installed a network of 28 digital signage players and monitors to enhance communication with visitors.

*Diversity* 32 courses, lectures, and study trips gave Osher Lifelong Learning Institute members the opportunity to develop their cultural competency, and included subjects such as African American history, Native American history, exposure to different religious traditions, and intercultural communication. OLLI members volunteered for three campus research projects that focused on older adults.

*Awards/Accolades* The McKimmon Center for Extension and Continuing Education received Gold Level Certification as a Well Wolfpack Certified Organization. Sheila Brown received the 2018-19 Mary Frances Hester Service Award. Chip Futrell, Randy Jones and Janice Sitzes were presenters at the 2019 University Professional and Continuing Education Association conference in Seattle, Washington.

*Staff* Following a national search, Mark Bernhard will be appointed vice provost for continuing education, effective August 26, 2019.

*Recommendations/Concerns* The challenge for the McKimmon Center for Extension and Continuing Education continues to be the ability to offer continuing education and professional development programs as an integrated division with increased competition from internal and external entities. The division is diversifying its client base by providing more services to associations, government entities and private companies while also diversifying its services, by providing more technological services such as conference apps and by providing association management services.

### **University Libraries:**

*Program Statistics* Library services: In 2018-19, there were 2.46 million user visits to the University Libraries, over 400,000 materials circulated, 1,500 instructional sessions offered, 30,000 reference transactions, and over 300,000 instances of technology lending. Collections: Current access to over 5 million volumes, 120,000+ print and electronic serial subscriptions and over 1.35 million e-resources.

*Initiatives* Data and Visualization Services: 2018-19 was the first full academic year of operation for the Libraries' new Data and Visualization Services department, which helps students, faculty, and researchers develop important data science and visualization skills. Consultation services are offered in conjunction with a diverse program of workshops that both complement the university academic curriculum and support research. Dataspace at Hunt Library: A new Dataspace was opened on the third floor of the Hunt Library adjacent to the Game Lab, which now features a large-scale, interactive display wall available for instruction and iterative visualization in addition to gaming and game development.

Emerging Digital Information Skills Workshops: The Libraries' award-winning program of Emerging Digital Information Skills Workshops expanded this year, introducing students and researchers to a range of data science, digital media, virtual reality, making/fabrication, and visualization tools and applications. Over the last five years, this program has grown from 85 workshops to 653. Renovations to D.H. Hill Jr. Library: Work continued this year on renovations to the D. H. Hill Jr. as the Libraries collaborated with DASA, Capital Project Management, and the Office of the University Architect to advance the Academic Success Center renovation project into the construction phase. A detailed public website for the project was

created, and over 200,000 volumes were moved from the Hill Library bookstacks to the bookBot at the Hunt Library in preparation for construction. Makerspace and Virtual Reality (VR): The Libraries' Makerspace and Virtual Reality (VR) programs continued to broaden their user base and integrate with more courses through collaborative instructional design with faculty members. The Libraries hosted 28 cross-disciplinary VR in-house events and four pop-up events using their Mobile VR Cafe. In addition to the Makerspace and Virtual Reality Studio at the Hill Library, a space at the Design Library was newly equipped for the use of VR tools and applications as they are adopted more widely in the College of Design and related disciplines. Alternative Textbooks: Continued developing the Alt-Textbook Initiative, which has fostered several innovative teaching strategies and collectively saved students hundreds of thousands of dollars in textbook costs. In partnership with DELTA and the Bookstores and on behalf of the university, the Libraries applied for and was accepted into the prestigious OpenStax Institutional Partnership Program, which will support campus Open Educational Resources (OER) engagement in 2019-20 and complement the ongoing. Graduate student and postdoc success: The Peer Scholars Program, a partnership with the Graduate School, gives graduate students and postdoctoral researchers the opportunity to share their expertise and teach advanced research skills on topics including design, programming, analytics, visualization, immersive technologies, and diversity. This year, 13 Peer Scholars participated by teaching a total of 35 workshops.

*Diversity* The Libraries public communications this year were designed with care to emphasize the inclusive and welcoming philosophy that permeates all of their spaces, programs, and services. They reexamined their signage, publications, and all forms of messaging and implemented changes to language and imagery based on insights gained from university partners such as the GLBT Center, from what was learned through ongoing staff training and development in cultural competency and inclusivity, including supporting students with disabilities, etc.

*Awards/Accolades* The Libraries won the LITA/Library Hi Tech Award for Outstanding Communication for Continuing Education in Library and Information Science for the Data Science and Visualization Institute for Librarians; and Research Librarian for Design Pete Schreiner became the Libraries' eleventh Library Journal Mover and Shaker.

*Grants/Fundraising* Library faculty and staff were engaged in a number of important, externally funded and supported projects this year, including the continued execution of a \$414,000 grant from the Andrew W. Mellon Foundation, "Visualizing Digital Scholarship in Libraries and Learning Spaces," and a \$360,384 "Digitizing Hidden Special Collections and Archives" grant from the Council on Library and Information Resources in support of a three-year project, "The Animal Turn: Digitizing Animal Protection and Human-Animal Studies Collections." This year, following two years of record fundraising totals, the Libraries identified a need to rebuild their major gifts pipeline and to focus on building stronger annual giving and leadership annual giving strategies. To expand their audience, they partnered with the Alumni Association on various events across the state to highlight the Libraries' student success initiatives and introduce Greg Raschke as the new Senior Vice Provost and Director of Libraries. The Libraries anticipates meeting their initial \$22 million campaign goal in fall 2019, and are working with Central Advancement to determine a new goal for the remainder of the campaign.

*Staff* Greg Raschke was appointed as Senior Vice Provost and Director of Libraries effective December 1, 2018, following a national search for that position. Other significant professional appointments include the following: Beth Ashmore, associate head, Acquisitions and Discovery; Bertha Chang, associate head, Collections and Research Strategy; Jennifer Garrett, director, Talent Management; Peggy Gross, director, Library of Veterinary Medicine; Susan Ivey, research data and infrastructure librarian; Emily Lynema, department head, Information Technology; Carrie Myers, assistant director of development; Robert Olendorf, director, Natural Resources Library and research engagement librarian; and Jill Sexton, associate director for the Digital Library.

*Recommendations/Concerns* With the D.H. Hill Jr. Library renovation process underway the entire 2019-20 academic year, the Libraries recognizes that extensive communication with their user community will be needed regarding the status of any building disruptions and the progress of the project overall, and they will do their best to mitigate construction-related disruptions to library use during this time. An ongoing challenge facing the Libraries is sustaining a strong research collection while losing \$550,000 a year in buying power due to inflation, as NC State continues to fall behind its peer institutions on library-related expenditures that support the university's competitiveness and success.

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## HIGHLIGHTS FROM OTHER OFFICE OF THE PROVOST UNITS

### **Biotechnology (BIT) Program:**

*Overview* In 2018-2019, the BIT program continued to play a significant role in the campus-wide life science community through its course offerings and by leveraging its resources to expand modern biology education at NC State. They successfully completed Y1 of an NSF Research Experience for Undergraduates (REU) focusing on NextGen Sequencing (NGS) and Y1 of an NSF Research Coordination Network in Undergraduate Biology Education (RCN-UBE) on High-throughput Discovery Science & Inquiry-based Case Studies for Today's Students (HITS). They also submitted the renewal proposal to NIH for Y21-25 (2020-2025) for their T32 Biotechnology Training Program, received excellent reviews and expect it to be funded with an increase in slots. They are awaiting the review of their revised NIH Innovative Programs to Enhance Research Training (IPERT) proposal that would extend the 'BIT Teaching Model' to other universities and colleges in the U.S. (including UNC-Pembroke and NC Central University) and beyond in an inclusive way. Despite significant challenges with staffing, the BIT program continued to provide its core course and lab modules to students from eight NC State colleges.

*Program Statistics* In 2018-19, BIT saw total enrollments at 627 (compared to 688 in 2017-18), based on 450 different students (compared to 450 in 2016), for a total of 1,636 CH taught (compared to 1,776 in 2017-18). These decreases were the result of cutting back offerings because of staffing changes.

*Initiatives* Revised courses: Updated course content and/or pedagogical tools/format for BIT 410/510 Manipulation of Recombinant DNA: Core Technologies in Molecular Biology, BIT 402/502 Biotechnology Networking and Professional Development, BIT 480/580 Yeast Metabolic Engineering and BIT 479/579 High-throughput Discovery. New modules: Developed a new advanced module course (BIT 495/595 Organoids) to introduce organoid culture systems and the techniques to develop and genetically engineer a model system for use in drug screening for cancer treatment. Renovations: In Jordan Hall, modified a former break room into a fourth postdoctoral teaching scholar office with a small kitchenette outside for student and employee use and partitioned an existing office into space for multiple postdocs. Toxicology building rooms 1227 and 1229 were renovated for use as a fluorescence microscopy darkroom and

teaching laboratory. New equipment: Added five E-Gel systems, two Opentron liquid handling systems, five Nikon Ts2-FL microscopes and two BioTek Synergy H1M microplate readers with injector to the BIT laboratory classrooms. Outreach: The BIT program continued it's collaboration with the NC School for the Deaf (NCSD) in Morganton by hosting students from NCSD in November 2018, including visits to the Museum of Natural Sciences, College of Textiles, and cell biology experiments in BIT classroom laboratories, and traveling to NCSD to give laboratory demonstrations and support outreach events.

*Awards/Accolades* BIT staff published seven research papers and presented at several conferences/symposia including the 37th American Society of Virology Conference and the Ecological Society of America Life Discovery Conference. Robert Kelly received the Lifetime Achievement Award from the International Society for Extremophiles and Nick Faulkner, a BIT 410/510 Teaching Assistant, received a 2019 Award for Excellence in Laboratory Teaching from the NC State Graduate Student Association.

*Staff* Teaching Assistant Professor Sabrina Robertson left to take a position at UNC-CH that more closely aligned with her expertise in neuroscience and Teaching Postdoc Lihua Ye returned to a previous research position at Duke University. Recruited and hired two new teaching assistant professors and one new teaching postdoctoral fellow, all of whom will start their positions in July 2019.

### **Institute for Advanced Analytics:**

*Program Statistics* The past year marked the twelfth cohort of Master of Science in Analytics (MSA) students to graduate from the Institute. For the 2019 admissions cycle, applications reached a new record high at 1,105, acceptance rate remains at 14%, number of students enrolled remains at 115, enrollment rate dropped to 73% and undergraduate GPA rose to 3.59. The Class of 2019 graduated 111 students (97% graduation rate). The class completed 22 practicum projects with industry and government sponsors including Advance Auto Parts, Bank of America, NC Office of State Budget and Management and Home Depot. They had a 95% job placement rate by graduation, with an average base salary of \$98,500, an all-time high.

*Initiatives* The Institute hosted the Southern Regional Council of Statistics (SRCoS) business meeting in October 2018. The SRCoS is composed of over 40 member institutions across the southern states and its mission includes promoting the improvement of post-secondary education in statistical science and assist in the development of high quality statistics instruction in elementary and high schools.

*Awards/Accolades* The Institute's Andrea Villanes received top honors for best presentation at the 2018 ACM Tapia Conference doctoral consortium in Orlando, Florida. Andrea's presentation, "Epidemiological Disease Surveillance Using Public Media Text Mining," is the focus of her dissertation research as a Ph.D. candidate in computer science.

*Staff* Audrey Chang was named head of external relations, Aric LaBarr returned to the Institute as a teaching associate professor, Joe Burke was appointed professional development coach/counselor and Kate Bagley was appointed to the position of technical communication coordinator.

*Recommendations/Concerns* Competition for the best students continues to intensify as the number of MS programs in analytics and data science continues to grow with 60 new programs added since 2018, pushing the number of programs nationwide past 250. Local competitors are investing and growing rapidly and new online programs in the southeast are absorbing demand among working professionals. Proposals for new M.S. degrees in data science at NC State and UNC-CH may adversely affect MSA enrollment since over 40% of MSA students each year come from these two schools combined.

### **Institute for Emerging Issues (IEI):**

*Program Statistics* Emerging Issues Forum: For the first time ever, IEI held two Emerging Issues Forums in the same fiscal year: ReCONNECT to Community in November 2018 (in Asheville, the first forum outside of Raleigh) and ReCONNECT Rural and Urban in February 2019. Per person forum cost of doing two smaller forums was roughly the same as doing one big forum. First in Future podcast: IEI's podcast First in Future received more than 10,000 listens on its audio platform during FY 2018-19 and its 56 guests included 11 current NC State employees and another 5 NC State alumni. Public speaking: IEI's director gave more than 20 speeches/presentations to organizations and entities during FY 2018-19, with a recurring emphasis on IEI's 2016 research called FutureWork, which identified the critical importance of changing educational pedagogies to engender more higher-order skills and entrepreneurial thinking.

*Initiatives* ReCONNECT NC: Through a crowd-sourcing exercise in 2017, IEI identified what North Carolinians considered to be the “biggest issues facing the state over the next five years.” That “grand challenge” – overcoming growing lines of divide in the state, will be the central focus of IEI’s work between 2018-2021 through a project called “ReCONNECT NC.” IEI has separated the topic into five separate issues – increasing civic connection, bridging the rural-urban divide, increasing access to opportunity for lower-income workers, improving technological access, and increasing connection to economic opportunity for those with substance abuse or mental health challenges. In FY 2018-19, IEI launched “civic conversations,” a partnership with several statewide organizations interested in hosting conversations across lines of divide. IEI also chose five community organizations through a competitive statewide process to be part of the ReCONNECT to Economic Opportunity Community Cohort. Rural Faith Communities: IEI received a \$886,000 grant from the Duke Endowment to continue the work of IEI’s Thriving Rural Communities initiative, which connects faith leaders to one another and resources throughout the year through peer networks. This award also ensures the continuation of IEI’s Rural Faith Communities as Anchor Institutions Conference and participation of rural faith leaders in annual Emerging Issues forums. Service Year NC: In March 2019, Service Year NC partnered with Movement of Youth to sponsor the “Service Years and Opportunity Youth” reception and conversation. This event convened participants from nonprofits, various companies, policy makers, and concerned residents to learn more about “service years,” Service Year NC, and Opportunity Youth engagement. Organizational excellence: IEI continued to make progress in addressing both carryforward debt and an operating deficit.

*Diversity* IEI has identified improved cultural competency as its central staff development activity. Among other things, they have held biweekly discussions of Dr. Rupert Nacoste’s book *Taking on Diversity* and hosted a half day workshop on “Leading Diverse Communities” conducted by OIED using the National Coalition Building Institute’s curriculum. IEI also launched a staff year-long study of race and equity issues to help guide how these issues can be best addressed by IEI in the future.

*Awards/Accolades* Service Year NC received the Service Year Alliance Continuing the Conversation Award, a one-time award for qualifying attendees of the 2018 Service Year + Opportunity Youth Summit.

*Recommendations/Concerns* IEI goals for next year include: hosting two financially and programmatically successful Emerging Issues Forums, increasing visibility of IEI beyond the director by implementing a regular “public writing and speaking” schedule for EHRA staff, and make significant progress on IEI’s next plan of work to follow the February 2021 forum. After shrinking staff and cutting costs for operations and forums, IEI still faces annual structural deficits and needs to resolve how to overcome these while simultaneously making progress on raising endowment funds.

**NC State Entrepreneurship:**

*Program Statistics* NC State Entrepreneurship offerings served more than 5,000 students in the 2018-19 year through a variety of curricular and co-curricular programs. A few examples of their high impact activities follow. Lulu eGames: This year, almost 150 teams entered the Lulu eGames representing 10 colleges across campus. Approximately 500 students, faculty, staff and community members attended the Lulu eGames LIVE event in April, where we awarded more than \$100,000 in cash prizes to NC State entrepreneurs. Entrepalooza: Created, planned and implemented the fourth Entrepalooza campus-wide entrepreneurship festival, with nearly 1,500 students, faculty, staff, alumni and community members in attendance. The Entrepalooza Showcase consisted of 18 different organizations made up of alumni and student entrepreneurial ventures, as well as NC State organizations. Entrepreneurs Village: Supported more than 40% growth in number of residents (123 to over 175 residents) of the Albright Entrepreneurs Village in partnership with University Housing. The Village will now occupy all of Innovation Hall at Wolf Ridge, exceeding the expected timeline for growth of this size. eGarage: Continued operation of the Entrepreneurship Garage (eGarage), a venture creation and prototyping space available to students across all academic disciplines. Total membership remains strong with more than 800 students at the end of spring 2019. Additional growth is expected in future years as a new Garage physical facility with expanded partnerships and programming opens in fall 2019.

*Initiatives* NC State Entrepreneurship Alliance: The Alliance, which has grown to 23 partner units since the launch in November 2017, met twice this year to explore collaboration strategies and develop better ways to collect data for ranking organizations. HQ@Centennial: Partnered with HQ Raleigh and the NC State Real Estate Development office to open a new space on Centennial campus, HQ@Centennial,

which will also house the new Garage facility with expanded access to HQ companies, job opportunities, resources and programming. Undergraduate certificate: Launched an undergraduate certificate in interdisciplinary entrepreneurship in fall 2018. This certificate, housed in University College, is managed by an interdisciplinary Faculty Advisory Council representing 6 departments from 5 colleges. 18 students have declared an intent to complete the certificate.

*Diversity* NC State Entrepreneurship has partnered with the Shelton Leadership Center to develop an Entrepreneurial Leadership Program in support of rural NC. The beta test is currently in progress with Rutherford County. Unit staff also led planning efforts for NC State's Global Entrepreneurship Week and provided marketing and event support to advertise almost a dozen events to students hosted by a variety of programs on campus.

*Awards/Accolades* NC State jumped 8 spots to number 11 on the *Princeton Review and Entrepreneur* magazine's "Best Undergrad Programs for Entrepreneurs in 2018" coming in at no. 11 on the list. NC State hosted the ACC InVenture Prize competition in April 2019, welcoming student entrepreneurs and their faculty advisors from all 15 campuses, and will be hosting this event again in spring 2020. The associate vice provost and managing director sits on the ACC InVenture Prize steering committee. *Staff* Kenneth Proseus joined the NC State Entrepreneurship team in June 2019 as the new event and operations coordinator.

*Recommendations/Concerns* While NC State Entrepreneurship has made enormous gains in the two years since launch, it will be quite challenging to improve its positioning from there due to the quality of the programs above NC State in the rankings. Most, if not all, have benefitted from transformational 8-figure investments that NC State has yet to achieve. The new Garage and HQ Raleigh partnership will be a tremendous boost in the coming year, as well as the addition of a senior level development officer dedicated to entrepreneurship.

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

*Program Statistics* Five projects were supported this year: MB352 General Microbiology Laboratory Lab Redesign; Use of Tablets and Instructional Videos in Undergraduate Microbiology Laboratories; Increasing Student-Centered Learning in Introductory Biology through Innovative Technologies:

Makerspace; Integrating Yeast Genetics into Undergraduate Genetics Labs; and Creation and Integration of Tactile Teaching Tools to Enhance Inclusivity in Microbiology Learning.

*Staff* Director Bob Beichner began phased retirement in summer 2018. Senior Vice Provost for Academic Strategy and Resource Management Duane Larick is working with the College of Sciences to plan for the future of the STEM Initiative.

### **Shelton Leadership Center (SLC):**

*Program Statistics* Chancellor's Leadership Development Program (CLDP): A charter cohort of 14 sophomores has successfully completed both years of the CLDP and graduated from the program. A cohort of 18 freshman students completed Year One of the CLDP. Both cohorts ended the academic year with a 3.1 cumulative GPA. Global Leadership and Team Decision Making minor: Beginning spring 2020, the SLC, in partnership with NC State's European Center in Prague, will offer undergraduate students an opportunity to complete a 15-credit hour minor while immersing themselves in three different cultural environments within one semester. Students will live in three different European countries while taking four courses that are team-taught by faculty from both NC State and local universities. The SLC has raised funds through private donors and a grant to provide \$2,000 scholarships to 10 participating students. Shelton Scholars: The Board of Advisors and SLC approved revisions for use of endowment funds to establish a small cohort of three scholars per year. By 2021, SLC will have a cohort of 12 scholars annually. A leadership training specialist was hired to oversee the development and implementation of programming, meaning that it will no longer be required that Shelton Scholars look to other scholarship programs (such as Park and Caldwell) for programming. Executive leadership education: A six-year partnership with Poole College of Management Executive Education to offer leadership programming at Ft. Bragg came to an end this year. Y.E.S. (Youth Extension Service): A seven-year partnership with CALS to provide oversight of the national Y.E.S. program came to an end this year.

*Initiatives* Leadership hub: The SLC director met with the Provost's Deans Council to explain the vision for the university leadership hub. Following this, the director began meeting with deans for input and discussion, and these meetings are ongoing. An assistant director was hired who will be responsible for

moving this vision to its implementation stage. Center branding and communications: SLC contracted with a vendor to provide a new logo, tag lines, and website. The effort resulted in a new look and feel to SLC's literature and communications that is more engaging to students and more clearly represents the Center's mission. Golden Leaf Scholars: The partnership between IEI, SLC, and DASA provided an opportunity for NC State Golden Leaf Scholars to interact with one another for the first time. Programs consisted of leadership, service and policy. The year ended with a wonderful celebration highlighting their experiences and reflecting on future application. Program evaluation and visioning: SLC retained the services of Laura Bingham to complete a review of Center programs and evaluate their relationship to the SLC mission statement. An evaluation was also completed of endowment needs for long term sustainability. A roadmap was developed to guide the Center focus: 50% NC State (students, faculty, staff), 20% pre-college, 15% military and veterans and 15% brand sustainability. CVM leadership programming: The SLC began a partnership with the College of Veterinary Medicine to provide a three-day leadership program for select students. It is expected that this partnership will continue and expand.

*Diversity* Diversity is one of the five cornerstones of the SLC. The Shelton Challenge for pre-college students attracts students from rural and urban environments; differing economic levels and backgrounds; and even other states. The Chancellor's Leadership Development Program for NC State students engages participants in team building among a very diverse cohort of participants and includes one out-of-state service trip for its freshman cohort to Nashville, TN, where students worked with five different nonprofits, and an international trip to London for its the sophomore cohort to experience global diversity. Additionally, the SLC director leads book studies with her entire staff, where the books are chosen in part to make sure staff handles issues of diversity in an enlightened manner.

*Staff* Debbie Acker was selected to receive a Provost's Award for Excellence based on her success in the creation and approvals for the Global Leadership and Team Decision Making minor. Barbara Mulkey served as the baccalaureate speaker for the spring 2019 Department of Civil, Construction and Environmental Engineering graduation ceremony.

*Recommendations/Concerns* Looking ahead to FY 2019-20, SLC goals include: develop a program to add values-based leadership to existing NC State courses, create new campus partnerships and

collaborations, continue to expand the Red Hat Shelton Challenge and increase access to a lead development officer. The Center has been successful in developing an organizational plan that will eventually provide critical back-ups for all program managers, which will reduce risks associated with unanticipated staff absences or departures when it's rolled out.