

SECTION I: UNIT ACTIVITIES THAT ALIGN WITH WOLFPACK 2030 STRATEGIC PLAN GOALS

The information below includes activities between July 1, 2024, and June 30, 2025, from the Provost's Office and the following units.

Senior Vice Provost and Vice Provost Units: Office of Assessment and Accreditation*; Budget and Business Operations; Division of Enrollment Management and Services; Office of Equal Opportunity, Office for Faculty Excellence; Office of Global Engagement; Institutional Strategy and Analysis*; Office of Instructional Programs* (includes Digital Education and Learning Technology Applications (DELTA), and NC State Continuing and Lifelong Education); Office of Outreach and Engagement; Office of University Interdisciplinary Programs; the NC State University Libraries.

Other Units: Institute for Emerging Issues.

** Because this report covers the year July 1, 2024 - June 30, 2025, it refers to the Office of Assessment and Accreditation instead of Institutional Effectiveness, Institutional Strategy and Analysis instead of University Data and Analytics, and the Office of Instructional Programs instead of the Office of Academic Strategy, Innovation and Solutions. The new names of these three vice provost units became effective July 1, 2025.*

GOAL 1: EMPOWER STUDENTS FOR A LIFETIME OF SUCCESS AND IMPACT.

Provost's Office

- **Graduate Student Support**: In FY 2024-25, the Provost's Office allocated \$4.1 million to the Graduate School for graduate student support. Based on a FY 2022-23 assessment of the Graduate Student Support Plan (GSSP), its eligibility requirements and to accommodate inflationary increases, stipend guidelines are being updated over two academic years as follows: (1) effective fall 2023, all Graduate Assistantship and Fellowship minimum stipends were increased to an annual amount of \$10,000 for master's students and \$15,000 for doctoral students to receive GSSP benefits, and (2) effective fall 2024, the minimum stipends for GSSP eligibility were increased to \$15,000 for master's students and \$20,000 for doctoral students.
- **Interdisciplinary Academic Programs Collaboration Advisory Committee**: In August 2024, Provost Arden appointed Senior Vice Provost Helen Chen to chair the Interdisciplinary Academic Programs Collaboration Advisory Committee, which delivered a comprehensive 42-page report currently under review.
- **Course Ready**: NC State has transitioned to Course Ready, a new academic materials program designed to provide all degree-seeking undergraduate students the option to access their course materials on the first day of class for one low price. Wolfpack Outfitters led the effort to collaborate with faculty and staff ahead of the program's launch for the spring 2025 semester. The new model was an outcome of the Course Materials Transition Group, which Provost Arden and Executive Vice Chancellor Maimone charged in August 2023.
- **Embedded Counselors**: Since July 2024, two new embedded positions have been requested. The College of Sciences (COS) previously shared a position with the College of Agriculture and Life Sciences and both agreed that a full FTE was needed after seeing the positive impact the position was having. Additionally, the College of Engineering (COE) funded an additional embedded position as a result of high utilization and consistent demand for services; this position is currently on hold due to the budget cap. The COS embedded counselor search and hire was completed in fall 2024. There are currently three searches underway to replace embedded counselors who resigned in the winter and spring semesters; the vacancies are in the College of Humanities and Social Sciences, COE and Scholars programs (Goodnight, Park and Caldwell). All searches were launched immediately supporting campus partner requests and investment; the current embedded team has worked to cover consultative and referral services during the vacancies. The filling of one other embedded position in the Institute for Advanced Analytics was put on hold due to budget concerns.

Office of Assessment and Accreditation (OAA)

- **New Assessment Reporting Software:** To facilitate the transition of assessment reporting from APA to Anthology Planning (assessment software), OAA met with all directors of academic programs by college, to share updates on the status of the transition and to ask them to review and update their assessment plans (including student learning outcomes (SLO), evidence sources, and assessment cycles). Approximately 65% of programs completed their review and updated their SLOs.
- **Strategic Program Review:** OAA facilitated undergraduate program reviews and collaborated with the Graduate School to support graduate program and departmental reviews. During the past year, OAA coordinated and facilitated strategic program reviews for the Department of Forest Biomaterials, Department of Biological and Agricultural Engineering, Department of Plant and Microbial Biology, Department of Chemistry, Graduate Programs in Chemistry, Graduate Program in Public Administration and the Graduate Program in Communications, Rhetoric and Digital Media.
- **Quality Enhancement Plan (QEP):** OAA hired Rebecca Sanchez as Quality Enhancement Plan director, effective October 1, 2024. The QEP Steering Committee comprises representatives of primary offices/units and each college and provides strategic guidance and stakeholder representation. Several subcommittees were formed this year to focus on strategic priorities (communications, student enrichment funds, assessment, student engagement, advisors, student employment). In the QEP pilot year, staff established infrastructure, trained initial cohorts and tested approaches with selected programs.

Enrollment Management and Services (EMAS)

- **Transfer Student Recruitment and Support:** Launched the NC State Transfer Planner, a self-service tool that helps prospective first-year and transfer students evaluate how credits apply to degree programs before registering for the course. Planned the implementation of Wolfpack Connect, a guaranteed transfer pathway program scheduled to launch in October 2025, in collaboration with colleges and North Carolina community colleges. The Community College Collaboration (C3), in partnership with 19 community colleges, expanded to 562 students (+22%) with 140+ student programs, peer mentorship and advising.
- **Goodnight Scholars:** The program supported 335 students this year, including transfer cohorts. The program also provided extensive student services, scholarships and \$135,000 in enrichment funding. The program received its largest single gift this year and will expand in fall 2025 from 50 to 100 freshmen and from 50 to 60 transfer students. It now operates as two distinct programs with dedicated staff and office space.
- **Provost's Professional Experience Program (PEP):** For the 2024-25 academic year, 575 undergraduate students were employed in the program with more than half of the positions dedicated to undergraduate research and laboratory work. PEP positions were approved in every college and multiple divisions. Students spanned 93 unique academic plans, with 25.6% of participants Pell-eligible.

Office of Equal Opportunity (OEO)

- **Collaboration with Catalyst and ELEVATE Programs:** Collaborated with NC State's Catalyst Program to promote interest in STEM careers for students with disabilities and with ELEVATE, the new program in the College of Education that provides a person-centered campus experience for students with intellectual and developmental disabilities.

Office for Faculty Excellence (OFE)

- **Faculty Certificate Programs:** 51 faculty members participated in certificate programs offered by OFE, which include the Reflective Educational Design (RED) Core Teaching Certificate, the Universal Course Design Certificate and the THINK: Cultivating Critical and Creative Thinking Certificate.
- **Written and Oral Literacy Facilitation:** The Campus Writing and Speaking Program launched the WOLF (Written and Oral Literacy Facilitation) program to improve communication instruction across majors.
- **Collaborative Online International Learning:** OFE developed a COIL (Collaborative Online International Learning) program in collaboration with OGE. The COIL web page is now housed on the OFE website.
- **Mentoring Matters:** OFE collaborated with the Graduate School to develop Mentoring Matters, a faculty and student training on how to develop and sustain appropriate and productive graduate student advising/mentoring relationships.

- **Open Pedagogy PIT STOP:** Maria Gallardo-Williams developed and offered the Open Pedagogy PIT STOP, a faculty development program co-created by OFE and the NC State University Libraries. PIT STOP explores the intersection of open pedagogy and interactive technologies.

Office of Global Engagement (OGE)

- **Study Abroad:** 2,590 NC State students went abroad for education, research, internships or service learning (35% increase over previous year). The Study Abroad Office served 1,871 outgoing students on credit bearing programs; 719 outgoing students through the International Travel Gateway; and 192 incoming exchange students from our partner institutions. Awarded a record \$1 million in study abroad scholarships to 535 students with financial need through the University's Greatest Needs Fund.
- **Office of International Services (OIS):** OIS welcomed 1,121 new international students to campus and supported 3,652 international students overall. OIS served an additional 1,908 international alumni on Optional Practical Training across the U.S.
- **NC State European Center in Prague:** The center hosted 436 students during the 2024-25 academic year, an 8% increase over the previous year.
- **Global Training Initiative (GTI):** 156 NC State students and 93 international participants completed the Developing Cultural Competence certificate program through the GTI this year.
- **NC Japan Center:** Served 441 students through non-credit Japanese language programs, a record high, and supported an additional 41 students through Harry C. Kelly scholarships for STEM programs in Japan.
- **Fulbright Scholars:** OGE, the Office for Faculty Excellence and the University Fellowships Office collaborated on Fulbright application workshops and events. NC State was honored for 2024-25 as one of the top Fulbright producing institutions for faculty scholars, with eight outbound faculty.

Institute for Emerging Issues (IEI)

- **Student Support:** Provided quality internship experiences for six undergraduate students. As a group project, four of IEI's spring interns produced a special episode of the Connector podcast, exploring the crucial role education and community engagement play in fostering sustainable urban living and how students can get involved.
- **Emerging Issues Forum:** 25 students (17 from NC State) registered to attend the 2025 Emerging Issues Forum, with receiving registration scholarships. Three graduate students presented a forum session, "What Are We Thinking and What Are We Doing: NC State Approaches to Tackling Future Energy Needs."

Institutional Strategy and Analysis (ISA)

- **Student Surveys:** ISA survey research team develops, administers, analyzes and posts results from a robust number of student surveys, including incoming first year and transfer surveys, undergraduate and graduate future plans surveys, the sophomore survey and the graduating senior survey.

Office of Instructional Programs (OIP)

- **Interdisciplinary Programs:** OIP collaborated with units in the Office of University Interdisciplinary Programs, the Graduate School and other campus stakeholders on the development of several new interdisciplinary credentials, including certificates and minors.
- **Non-Degree Credentials:** Jack Rodenfels was named OIP's director of non-degree credential program innovation, effective April 7, 2025. To address comparatively low non-credit enrollment relative to peer institutions, NCSCaLE launched a cross-functional New Program Innovation team in partnership with the Director of Non-Degree Credential Program Innovation and DELTA. The team is conducting market research and competitive analysis to identify high-demand opportunities. In collaboration with OFE and DELTA, OIP is building infrastructure for a campus-wide Community of Practice focused on non-credit credentialing, which will unify efforts across colleges to develop shared standards, improve operational efficiency and ensure academic integrity.

Office of University Interdisciplinary Programs (OUIP)

- **Interdisciplinary Courses and Academic Programs:** Across its units, OUIP expanded the number of interdisciplinary courses and programs available to students. Units offered 116 courses serving 4,538

students, generating 10,913 credits. Expanded the Innovation and Entrepreneurship (I&E) Minor; I&E programs reached 2,000+ students (a doubling relative to the preceding year), aiming for 3,000 next year. The Global One Health Academy launched a new undergraduate minor enrolling 70+ students and also launched the country's first master's in Global One Health.

- **Scholarships and Fellowships:** The Genetics and Genomics Scholars, Global One Health Scholars and Global Change Fellows collectively saw record numbers of applicants and continued success. Associate Vice Provost for Student-Centered Interdisciplinary Initiatives Levent Atici began the process of coordinating holism among university graduate fellows programs.
- **Wicked Problems, Wolfpack Solutions:** OUIP has facilitated the fifth year of the successful two-credit freshman Wicked Problems course which had 1,398 students complete the summer 2024 and winter 2024/25 offerings.

NC State University Libraries

- **Scholarships and Grants:** Awarded \$138,696 in Student Scholarships to 22 students, a 100% increase from the previous year. Secured the Libraries' largest-ever corporate grant of \$500,000 in support of a proposed new Experiential Learning Center at the Hunt Library.
- **Gaming and Esports Lab:** The NC State Gaming and Esports Lab at the Hunt Library had over 23,500 users in its first full academic year of operation and hosted internationally recognized events reaching over 50 million viewers through collaborations with major brands.
- **New Maker Studio:** Opened a Maker Studio at the Hunt Library, complementing the Makerspace at the Hill Library and adding some immediate experiential learning opportunities for Centennial Campus users.
- **Responsible AI Use:** Supported the use of Artificial Intelligence (AI) with consultation, training and online resources, and through funded research such as a \$100,000 Google Academic Research Award for "A Curriculum on Responsible AI and Information Policy for Educators."

GOAL 2: ENSURE PREEMINENCE IN RESEARCH, SCHOLARSHIP, INNOVATION AND COLLABORATION.

Provost's Office

- **Faculty Recruitment and Retention:** In FY 2024-25, the office financially supported the hire or continued support of 234 faculty across colleges and units, and aided in the retention of 33 faculty.
- **Reappointment, Promotion and Tenure:** 196 cases were reviewed In the 2024-25 RPT cycle, with 192 being successful.
- **Interdisciplinary Initiatives Fund Models:** The PSI and University-level Interdisciplinary Initiatives Funding Models Workgroup developed a funding model for the N.C. Plant Sciences Initiative for FY 2022-23 through FY 2026-27 based on the split between activities characterized as academic vs. activities characterized as research. This assessment was made at a high level knowing that these activities are often on a continuum.
- **Interdisciplinary Excellence Event and Awards:** The event and awards, organized by OFE, OIP and OUIP, celebrated interdisciplinary research, teaching and collaboration success at NC State, made possible through the hard work and dedication of faculty, staff and students across the university. Attendees experienced dynamic conversations surrounding the state of interdisciplinarity at the university; heard from a keynote speaker, me and other academic leaders; and celebrated the nominees and winners of the inaugural Warwick A. Arden Interdisciplinary Teaching Excellence Awards; three winners were selected from 21 nominees.

Office of Assessment and Accreditation (OAA)

- **Internal and External Resource:** OAA staff serve as a resource internally and externally for assessment and regional, national and international insight (e.g., currently serving as the UNC System Office Assessment and Accreditation Council co-chair, on the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Leadership Group and the Council on Higher Education Accreditation Committee for Recognition).

Enrollment Management and Services (EMAS)

- **Research Support:** EMAS collaborated with the Urban Institute, the Belk Center, and the Data Science and AI Academy to support research grounded in accurate enrollment data. Registration and Records supported

national and campus-based research through streamlined, FERPA-compliant student data access.

Office for Faculty Excellence (OFE)

- **University Faculty Scholars:** The 2024-25 cohort of 20 scholars was announced in February 2025. Of the 278 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 our efforts to retain outstanding faculty.
- **Goodnight Early Career Innovators:** The 2024-25 cohort of 25 faculty was announced in December 2024. Faculty members selected as Goodnight Early Career Innovators receive \$22,000 annually for three years to support their scholarship. Since the program began in 2021, 99 faculty have received this honor.
- **Provost's Faculty Fellows Program:** This program supports talented faculty in the exploration of academic leadership roles at the university's highest levels. The 2025-26 Faculty Fellows will work in teams of two on the University Leadership Track to address an assigned theme or issue relating to higher education leadership. They will also participate in a cohort-based, academic-year-long training program structured around strategy, leadership and cultural competence. The 2025-26 cohort was announced in May 2025 and included four faculty members: Martha Crowley (CHASS), Sarah Heckman (COE), Ross Sozzani (CALS) and Ge Yang (COE).
- **Faculty Excellence Portal:** RPTOnline began transitioning to the Faculty Excellence Portal from Engineering to OIT managed by OFE. The Faculty Excellence Portal is an online one stop shop for all faculty review processes. The portal will have increased functionality to meet UNC System Office and accreditation requirements.
- **Faculty On Track:** The Office for Faculty Excellence developed Faculty On Track, a research-based and theory-driven program designed by Carolyn Bird, past chair of the faculty, to assist pre-tenure faculty plan for and prepare their dossiers for RPT review. The program also creates opportunities for junior tenure track faculty to build connections and relationships with similar career stage faculty from across campus. The inaugural cohort launched in fall 2024

Office of Global Engagement (OGE)

- **Grants and Funding:** Awarded eight Internationalization Seed Grants and six Global Project Supplement grants to advance international research and global learning programs across nine colleges (\$46,000). Launched a joint seed funding program with Nagoya University; 11 proposals were submitted, representing 18 NC State faculty. Funded projects addressed applications of generative AI for fungal plant infections (CALS) and ship impact mitigation for coastal cities (COE). (\$14,000).
- **University Global Partnership Network (UGPN):** NC State hosted the annual University Global Partnership Network conference in March 2025, which was a successful collaboration between OGE and the Global One Health Academy, focusing on "Global Collaborations in One Health." 54 NC State faculty and staff participated, representing seven colleges. NC State contributed \$40,000 to fund four UGPN Research Collaboration Fund projects. For the latest application cycle (spring 2025), NC State faculty submitted 21 proposals, a 133% increase over the previous year.

Institute for Emerging Issues (IEI)

- **Faculty/Staff Engagement:** Engaged 22 NC State faculty and professional staff in key roles to advance efforts to address the state's emerging issues (NC Clean Tech Center, FREEDM Center, KIETS Climate Leaders Program, Climate and Sustainability Academy, Pappas Real Estate Development Program, NC Cooperative Extension, CHASS, Continuing and Lifelong Education, Economic Development Partnership and Friday Institute).

Office of University Interdisciplinary Programs (OUIP)

- **Genetics and Genomics Academy:** Supported over \$10 million in external grant proposals, including a \$5 million Department of Energy Advanced Research Projects Agency-Energy award.
- **Global One Health Academy:** Faculty currently have \$9 million in research grants in review.
- **Integrative Sciences Initiative:** Advanced high-impact research in molecular sciences through more than \$1 million in partnerships.

NC State University Libraries

- **Open Access:** Added four new Open Access (OA) publisher agreements in FY25, for a total of 16 OA agreements, which have saved NC State authors over \$3 million in article processing charges since 2022.
- **Research Facilitation:** The Research Facilitation Service saw a 55% increase in requests this year, serving researchers across nine colleges, core facilities and centers by supporting their computational and data needs.
- **Visualization Spaces:** Increased the disciplinary breadth of use of the Libraries' visualization spaces in teaching, learning and research, reaching broad audiences with unique experiences such as the interdisciplinary National Science Foundation-funded project, Scale Worlds.
- **Data Science Consulting:** Completed the first year of the Data Science Consulting Program, a partnership with the Data Science and AI Academy. Librarians mentored nine graduate students who provided over 1,000 expert consultations for students, faculty and staff.

GOAL 3: EXPAND AND ADVANCE OUR ENGAGEMENT WITH AND SERVICE TO NORTH CAROLINA AND BEYOND, DEFINING THE STANDARD FOR A 21ST-CENTURY LAND-GRANT UNIVERSITY.

Enrollment Management and Services (EMAS)

- **Service Activities:** C3 and Goodnight Scholars led 20 service events and multiple rural service trips across North Carolina.
- **Expanded Programming:** Parents and Families Services increased regional and virtual programming to reach all 100 counties in North Carolina and expand its out-of-state networks.

Office for Faculty (OGE)

- **Campus Writing and Speaking Program:** Provided ongoing communication training to Research Triangle Park biotech firm (Isolere Biotechnology), offered public workshops and served as external advisor for proposed science communication programs (e.g., San Diego State), and partnered with the NC State Friday Institute on "Human in the Loop" workshops focused on AI and instruction.

Office of Global Engagement (OGE)

- **Coastal Sustainability Workshops:** Engaged 200+ students and community members through Coastal Sustainability workshops funded by the German Transatlantic Climate Bridge and co-promoted with Raleigh Sister Cities.
- **Service Activities:** Coordinated 90+ student volunteer hours for Hurricane Helene recovery through a spring 2025 Alternative Intercultural Service Break in Black Mountain; served 650+ community members through international student Culture Corps partnerships with local elementary schools; and organized five international student service projects for local non-profits through ISSERV.
- **Global Training Initiative (GTI):** Served 3,399 local and international participants through GTI programs.

Institute for Emerging Issues (IEI)

- **Emerging Issues Forum:** Brought 480 people together for the 2025 Emerging Issues Forum: Future Forward Energy to discuss how to build a reliable and resilient energy landscape. Chancellor Howell and Governor Stein provided remarks; 75 people attended the post-forum Leadership Reception.
- **Financial Resilience:** Provided organizational assessments and ripple effects mapping evaluations to a cohort of five nonprofit organizations working to increase household financial resilience in their communities.
- **Strategic Workforce Leadership Initiative:** Collaborated with NC State's Economic Development Partnership and Continuing and Lifelong Education, as well as other government, nonprofit and business partners, to refine the Strategic Workforce Leadership Initiative and host the second cohort, graduating 22 Certified Strategic Workforce Leaders from across the state.

Office of Outreach and Engagement (OOE)

- **Awards Celebration:** Hosted the unit's 2025 awards celebration in March. Awards presented included the Outstanding Extension and Outstanding Engagement Awards, the Opal Mann Green Engagement and

Scholarship Award, and the William L. Turner Award for Outstanding Contribution to Extension and Continuing Education.

- **AOFEE modernization Incentive Grant:** Awarded incoming Academy of Outstanding Faculty in Extension and Engagement chair Bethany Cutts a grant to update award procedures and improve stature of recognition.

Office of University Interdisciplinary Programs (OUIP)

- **Science Engagement:** OUIP and its units hosted public events, open houses and citizen science programs engaging the broader community, including the annual “Envisioning Urban Futures Event” with OIP, collaboration on the State of the Sciences and the development of an expanded university-wide art-science program in partnership with Arts NC State and the Department of Performing Arts and Technology.
- **Shelton Leadership Center:** Hosted the 2024 Shelton Leadership Forum in October, reaching new audiences through statewide partnerships; this year’s theme was “Multigenerational Teams: Building a Culture for Collaborations.”

NC State University Libraries

- **State of the Sciences:** Partnered with the College of Sciences to host the fourth State of the Sciences at the Hunt Library, a public outreach event for all ages, highlighting the ways that science plays an important role in everyday lives.
- **Envisioning Urban Futures Symposium:** Hosted the second Envisioning Urban Futures symposium at the Hunt Library in partnership with OUIP and the Peter A. Pappas Real Estate Development Program.

GOAL 4: CHAMPION A CULTURE OF EQUALITY, BELONGING AND WELL-BEING IN ALL WE DO.

Enrollment Management and Services (EMAS)

- **Undergraduate Admissions:** Leveraged ZeeMee—a social engagement platform that allows high school students to connect with peers and college communities—to foster student connections and peer engagement.

Office of Equal Opportunity (OEO)

- **Support and Education:** Addressed and provided remedies and supportive measures in reported instances of discrimination, harassment and retaliation and provided accommodations related to disability, sincerely held religious beliefs and pregnancy. Educated the community about the university’s policies on unlawful discrimination, harassment, and retaliation and about accessing accommodations.
- **Expanded Services:** Launched the Deaf/Hard of Hearing/DeafBlind Services website supporting this population of students, employees and program participants.
- **Communications:** OEO quarterly newsletters reached more than 5,000 community members with critical educational information related to creating a culture of equality. Over 1,800 faculty and staff received the OEO New Employee newsletter with the goal of reviewing OEO topics discussed in New Employee Orientation.

Office for Faculty Excellence (OFE)

- **Campus Writing and Speaking Program:** Drafted and proposed the PACK faculty development program, integrating wellness and mentorship; coordinated the 14-Day Writing Challenge and weekly Writing Wednesdays to support sustainable writing practices through workshops such as “Supporting Multilingual Learners” and departmental consultations.
- **Mentoring and Engagement:** OFE added faculty mentoring programs and developed faculty engagement communities. These initiatives fostered peer support, professional growth and a stronger sense of connection among faculty across disciplines and career stages.

Office of Global Engagement (OGE)

- **International Events:** Honored international student traditions through the annual Global Tea and Coffee, NC State International Festival and other programs (600+ attendees served).
- **Fostering Connections:** Provided 34 pre-arrival Packing Up sessions to prepare new international students for a successful transition to NC State and foster academic and social support connections.

- **International Student Support:** Collaborated with the Counseling Center to provide additional social and mental health support for international students through International Teatime. Offered joint webinars with Student Legal Services to address recent travel concerns (1,200+ international student participants). Supported 70+ students with unexpected financial hardships through the International Student Support Fund (\$90,000), including nine grants for current Fulbright students and one USAID student impacted by the spring 2025 pause in federal funding.

Institute for Emerging Issues (IEI)

- **Emerging Issues Forum:** Secured scholarships for 44 people to attend the Emerging Issues Forum who would otherwise be unable to attend due to cost.

Institutional Strategy and Analysis (ISA)

- **Employee Surveys:** Developed, administered, analyzed and provided results for faculty/staff surveys (e.g., COACHE Faculty Satisfaction Survey, Employee Engagement Survey, Chancellor's Search Community Input Survey) and leadership reviews (e.g., Chancellor, BOT, OFA, UA, OAA, CNR).

NC State University Libraries

- **Libraries Fellows:** Celebrated the twenty-fifth anniversary of the Libraries Fellows Program with an event at the Hunt Library. This nationally recognized program for early-career librarians has over 90 alumni serving in a variety of roles in libraries and institutions.
- **Student Wellness:** Provided wellness programs for students at the two main libraries and the Veterinary Medicine Library. Attendance approached 7,300.
- **Global Film Series:** Partnered with the Office of Global Engagement on the Global Film Series, which has been attended by more than 4,000 people since it began in 2018.

GOAL 5: IMPROVE UNIVERSITY EFFECTIVENESS THROUGH TRANSFORMATIVE TECHNOLOGIES, CUTTING-EDGE PROCESSES AND ACTIONABLE DATA.

Provost's Office

- **University Strategic Budget Initiative:** Provost Arden and Executive Vice Chancellor Charles Maimone led the third year of the University Strategic Budget Initiative, coordinating university strategic budget requests that align with NC State's strategic plan through a unified process.
- **AI Advisory Group:** The AI Advisory Group was expanded this year to include an AI and Business Operations subgroup in addition to the AI and Research Innovation and Application subgroup and the AI and Administration/Education subgroup.

Office of Assessment and Accreditation (OAA)

- **2024 SACSCOC Reaffirmation of Accreditation:** OAA-led planning and preparations culminated for the 2024 SACSCOC 10-year Reaffirmation of Accreditation process, with the completion of a universitywide self study, a focused report and off-site reports in addition to visits to off-campus instructional sites and to the main campus in March 2024. The SACSCOC on-site committee did not find any standards of accreditation out of compliance, with no follow-up reports required. An official SACSCOC report on NC State's reaffirmation review was received in December 2024.
- **Administrative Assessment:** OAA led and provided oversight for the administrative assessment process for the university, including the facilitation of the Administrative Assessment Council, which comprises representatives from administrative units on campus and meets twice a semester.

Budget and Business Operations (BBO)

- **Commitment Tracking:** After several internal and stakeholder discussions, it was decided to shut down the SmartSheet commitment tracking software the office had previously used to track commitments. In place of SmartSheet, the office has focused time and resources on the Provost Allocation Commitment System (PACS) as the system of record. In addition, the office has expanded the use of PACS to colleges and units to

improve information sharing, reporting and analysis. In the meantime, the office looks forward to the new tools the OneStream system will provide us with.

- **Proposal Review:** Worked with Senior Vice Provost for University Interdisciplinary Programs Rob Dunn and the Proposal Development Unit to establish a standard review process for evaluating high priority proposals seeking support from the provost.
- **Reorganization of OUCs:** Worked with vice provosts to reorganize the two- and four- digit OUCs within the Provost's Office and reset the foundation that many business processes rely upon, permitting better reporting and analysis of business actions and broader engagement in conversations about centralization and decentralization within the Provost's Office.

Enrollment Management and Services (EMAS)

- **Slate CRM:** Moved many EMAS mass communications to prospective and current students into Slate CRM, improving engagement and operational efficiency.
- **Data Analytics Initiatives:** Created PowerBI dashboards and improved first-year registration models based on student feedback.
- **Enrollment Management Systems and Operations:** Launched the NC State Transfer Planner to empower prospective transfer students with degree applicability insights. Implemented Element451, an AI-powered customer engagement platform, across EMAS websites to deliver chatbot and live agent support for enhanced student service.

Office of Equal Opportunity (OEO)

- **Test Proctoring:** Collaborated with DELTA Testing Services to enhance proctoring assistance and increase the number of seats available in the DRO Testing Center, resulting in 2,300 more exams proctored this year.
- **Scheduling Tool:** Incorporated a new scheduling software, Gridcheck, to maximize efficiency in scheduling sign language interpreters.

Office for Faculty Excellence (OFE)

- **Faculty Excellence Portal:** RPT Online began transitioning to the Faculty Excellence Portal from Engineering to OIT managed by OFE. The Faculty Excellence Portal is an online one stop shop for all faculty review processes. The portal will have increased functionality to meet UNC System Office and accreditation requirements.

Office of Global Engagement (OGE)

- **Global Connections:** Updated the Global Engagement Directory (662 international agreement and delegation records) implemented a publicly available map showcasing NC State's global connections and launched a self-service agreement proposal process for faculty and staff.
- **Global Home System:** Enhanced data management and reporting capabilities for international students and scholars through automated workflow for J-1 scholar check-in process and integration of sponsored student records into the Global Home system (Sunapsis).

Institutional Strategy and Analysis (ISA)

- **Data-enabled Decision Making:** ISA staff completed the Enterprise Analytics Platform Proof of Concept, initiated and completed implementation and testing of the Power BI Service, and rolled out as an enterprise service for use by central business units (e.g., ISA, EMAS, UHR) in collaboration with partners in OIT and the Analytics Enablement Advisory Team.
- **Data Governance:** Operationalized a new data governance structure to ensure proper authority and control of data and analytics resources, along with enhanced accessibility and use of university data, including establishment of NC State's Data Governance Council and University Data Stewards Committee.
- **Data Catalog:** Implemented University Data Catalog infrastructure, which will roll out to users in FY 2025-26 providing access to vetted data and analytics resources and associated documentation.

Office of Outreach and Engagement (OOE)

- **Carnegie Reclassification:** Collaborated with over 40 university offices and identified inefficient and

inadequate data practices around the impact of community engaged scholarship for the Carnegie Community Engagement Reclassification self study.

Office of University Interdisciplinary Programs (OUIP)

- **Data Science and AI Academy:** Added an AI @NC State section to its website, providing a hub for NC state faculty, staff and students to explore a range of AI tools, resources and guidance designed to support and enhance teaching, learning, research and work.
- **Integrative Sciences Initiative (ISI):** To address challenges in defining the scope of the ISI curriculum, OIP and OUIP partnered with ISA to lead a structured program planning effort. The initiative has now identified ISI's core differentiating features and developed a roadmap for launching ISI-branded courses for the spring 2026 schedule. This year's priority is focused on securing funding to equip the teaching labs. Conversations around instructional technology integration have not yet taken place, and OIP plans to contribute to future planning efforts.

NC State University Libraries

- **Data Migration:** Began the migration of all servers and storage from the data center at the Hunt Library to OIT-managed infrastructure, which will save money and staff time.
- **Design Library:** Conducted user research in partnership with the College of Design to inform a reenvisioning of the Harrye B. Lyons Design Library in Brooks Hall.

GOAL 6: LEAD IN DEVELOPING INNOVATIVE PARTNERSHIPS, ENTREPRENEURIAL THINKING AND APPLIED PROBLEM-SOLVING.

Provost's Office

- **Engineering North Carolina's Future:** For FY 2024-25, NC State had a total engineering enrollment (including engineering programs in College of Agriculture and Life Sciences, College of Engineering, College of Natural Resources and Wilson College of Textiles) of 12,100, which is 1,751 over the Engineering NC's Future baseline enrollment. In fall 2024, NC State brought in 418 more new bachelor's students across engineering programs (319 new freshmen and 119 new transfers) than the baseline average of new engineering bachelor's students (1,766).

Office of Global Engagement (OGE)

- **Partnerships:** Executed 52 international agreements representing 32 countries. 31 international additional agreements are in process. Supported 19 incoming visits/delegations representing 12 countries. Established four new Erasmus+ relationships to enable funding for faculty and student mobility. Secured a second year of funding (\$20,000) from the German Consulate in Atlanta to strengthen "Global Blue Economy" collaborations with the University of Rostock.
- **NC Japan Center:** Engaged Japanese enterprise through the center's corporate sponsorship program, internships and community events (Denso, Kyowa Kirin, Morinaga, Toyota Battery, etc.).

Institute for Emerging Issues (IEI)

- **Campus Partnerships:** IEI has a two-fold partnership with NC State's Friday Institute—IEI is driving a segment of work related to the Friday Institute's (FI) state digital opportunity grant and the FI is driving a segment of work from IEI's Camber Foundation grant. IEI partnered with the College of Agriculture and Life Sciences (NC Cooperative Extension), College of Engineering and the FI, as well as numerous external partners, on a \$10 million National Telecommunications and Information Administration grant proposal.

Office of Outreach and Engagement (OOE)

- **Connecting in North Carolina Tour:** Led 19th edition of professional development tour, highlighting the role of NC State's community engaged partnerships in post-Helene Western NC recovery and seeding collaborative projects to address regional needs.
- **Digital Engagement Model:** Convened roundtable of stakeholders to discuss programs and shared interests related to digital skills training and digital extension of research.

- **Lunch, Learn and Engage Webinar Series:** Launched interdisciplinary online presentation and discussion program, this year focused on NC State's Helene recovery efforts

Office of University Interdisciplinary Programs (OUIP)

- **Innovation and Entrepreneurship:** Established new graduate-student centered Commercialization Councils and expanded team-based projects.
- **Shelton Leadership Center:** Launched the Interdisciplinary Leadership Lab through external funding.

NC State University Libraries

- **Triangle Research Libraries Network (TRLN):** The TRLN Executive Committee decided to streamline and refocus the consortium for the current digital-first environment. TRLN will continue to support resource sharing/delivery and other forms of collaboration.
- **Research Facilitation Services (RFS):** Expanded the partnerships of the RFS both within and outside the university, enhancing research computing, infrastructure and data capabilities.

GOAL 7: ELEVATE THE NATIONAL AND GLOBAL REPUTATION AND VISIBILITY OF NC STATE.

Provost's Office

- **Advancement:** Through the executive director of development and assistant vice provost for university interdisciplinary initiatives development, the Provost's Office continues to be more engaged with high-profile external constituents, corporations and foundations, primarily around efforts to raise funds for Woodson Hall and OUIP units.

Enrollment Management and Services (EMAS)

- **Parents and Families Services:** Earned national recognition from Association of Higher Education Parent/Family Program Professionals for leadership in family engagement.
- **Undergraduate Admissions:** Attended over 600 recruitment events and hosted more than 40,000 campus visitors. Their extensive recruitment presence and innovative virtual tools enhanced NC State's brand reach.
- **Commencement:** Spring 2025 commencement at Carter-Finley welcomed over 3,500 graduates and 20,000+ guests.

Office for Faculty Excellence (OFE)

- **External Awards:** OFE has increased external award submissions by 25% over a two-year period. NC State was recognized as a Top Producing Fulbright institution for 2024-25, with eight faculty awards. Jayant Baliga became NC State's first ever winner of the Millennium Technology Prize, the most prestigious international award focused on technological innovation, which comes with a 1 million Euro prize.
- **ACC Academic Leaders Network Conference:** OFE hosted nearly 100 academic leaders from the Atlantic Coast Conference for the ACC Academic Leaders Network (ALN) conference Nov. 18-20. Participants explored critical issues, shared innovative practices and strengthened collaborations across their universities.
- **Campus Writing and Speaking Program:** Received the 2024 Association for Writing Across the Curriculum Exemplary Program Award, a top international distinction.
- **Summer Programs: Aspire, Renew, Kindle (SPARK):** OFE partnered with Georgia Tech to present this year's SPARK, which focused on building a professional network and had more than 660 registrants from NC State and universities across the U.S. and around the world.

Office of Global Engagement (OGE)

- **Sponsorships:** Managed relationships with 50+ sponsors (foreign governments, corporations and NGOs) to support 170+ externally funded NC State international students.
- **NC Japan Center:** Organized first higher education session at the Southeast U.S.-Japan Conference (NC Department of Commerce) and represented NC State on recent Japan External Trade Organization tour of North Carolina's life sciences infrastructure

Institutional Strategy and Analysis (ISA)

- **Rankings:** Coordinated 14 domestic rankings submissions (e.g., US News and World Report, Princeton Review, Military Times, Peterson's, College Board, Fiske), and nine international rankings submissions (e.g., Shanghai GRUP, Times Higher Ed World University Rankings, Clarivate, Quacquarelli Symonds (QS) World University Rankings).

Office of Outreach and Engagement (OOE)

- **Carnegie Reclassification:** Submitted 97-page Carnegie Community Engagement Reclassification self study report detailing more than 50 NC State departments' contributions to our land-grant mission.

Office of University Interdisciplinary Programs (OUIP)

- **Global One Health Academy:** Co-founded the North American One Health University Network with Colorado State University One Health Institute; the network includes 85+ universities.

NC State University Libraries

- **Author Visits:** Featured 11 best-selling authors in events with attendance of over 3,000. Author Rebecca Yarros attracted attendees from the region and around the country.
- **Design Conference:** Hosted the 2024 Designing Libraries XI conference focused on innovative design of contemporary libraries. This was the Libraries' fourth time hosting this international event since helping to found it in 2012.

SECTION II: TOPICS RELEVANT TO THE UNIT

A. PROGRAM UPDATES OR CHANGES

Provost's Office

- **UNC System Equality Policy:** The Provost's Office implemented changes necessary to ensure that NC State is in compliance with the new UNC System policy, "Equality Within the University of North Carolina."

Office of Assessment and Accreditation (OAA)

- **Substantive Changes:** During the past academic year, the Substantive Change Review Team met monthly and reviewed, in total, 22 program actions, agreements, and program closures, among other actions, to determine if they were SACSCOC substantive changes.
- **Specialized Accreditation:** OAA supports the specialized accreditation process by serving as point of contact for programs, updating university materials (University Catalog, Provost's Office website) with accreditation status and dates of upcoming reviews, and participating in review meetings as needed. For the timeframe of this report, ten programs underwent specialized accreditation review by two accrediting bodies (Council on Accreditation of Parks, Recreation, Tourism and Related Professions and the Association to Advance Collegiate Schools of Business).
- **Unit Restructuring and Renaming:** Effective July 1, 2025, the Office of Assessment and Accreditation became Institutional Effectiveness, with the university's strategic planning efforts moving from Institutional Strategy and Analysis to the Institutional Effectiveness unit. Additionally, General Education Assessment efforts will move from the Division of Academic and Student Affairs to Institutional Effectiveness. As part of this change, Vice Provost for Assessment and Accreditation Fashaad Crawford became the senior vice provost for Institutional Effectiveness.

Budget and Business Operations (BBO)

- **Unit Review:** New unit leadership undertook an evaluation of unit staff, their knowledge and skills, and the services the unit provided to the provost and vice provosts, with the goal of formalizing the roles and responsibilities of the shared services team and developing a staffing plan to meet the needs of the vice provosts and their units.

Enrollment Management and Services (EMAS)

- **Scholarships and Financial Aid:** Successfully completed a federal financial aid audit by the NC Office of the State Auditor with no findings or observations.
- **Undergraduate Admissions:** Received 49,446 first-year applications, a 12% increase, and 5,357 transfer applications, a 9% increase.
- **Registration and Records:** Certified over 1,400 Veterans Education Benefits recipients—the highest in program history.
- **Goodnight Scholars Program:** Received the largest single gift for the program and expanded to include 100 freshmen and 60 transfer students; the unit now operates as two distinct programs with dedicated staff and office space.

Office of Equal Opportunity (OEO)

- **Unit Reorganization:** After extensive planning, the following organization changes were made in FY 2024-25:
 - The Campus Community Centers in the Office for Institutional Equity and Diversity (African American Cultural Center, Pride Center, Multicultural Student Affairs, Women's Center) moved to the Division of Academic and Student Affairs under Senior Associate Vice Chancellor Carrie Zelna.
 - The Office for Institutional Equity and Diversity was renamed the Office of Equal Opportunity and Sheri Schwab became the Vice Provost for Equal Opportunity.
 - The Disability Resource Office moved from the Division of Academic and Student Affairs to the Office of Equal Opportunity and reports to Vice Provost Schwab.
- **New Certification Programs:** Launched the Equal Opportunity Essentials and Fostering a Positive Workplace Culture certification programs.

Office for Faculty Excellence (OFE)

- **Building Future Faculty Program:** Moved the program, which prepares graduate students for faculty careers, to OFE. The 2024-25 class had 130 national applicants, of which 21 were selected to participate in intensive mentorship, networking, and professional development opportunities.

Office of Global Engagement (OGE)

- **Study Abroad:** Developed strategic partnerships with provider organizations to expand summer study abroad offerings for STEM students and opened new Poole College of Management and entrepreneurship courses at the European Center in Prague.
- **Immigration Compliance:** Obtained U.S. State Department redesignation of J-1 programs; enhanced incident reporting and OPT employment audits to meet new regulatory requirements; and managed communications/support for SEVIS terminations, visa pauses and new entry/screening requirements.

Institute for Emerging Issues (IEI)

- **National Advisory Board:** Celebrated the 20th anniversary of the National Advisory Board in October 2024 and recognized long-time board member Jack Cecil with the Order of the Long Leaf Pine. IEI launched a campaign to name the Cecil Library within the Hunt Library, resulting in a \$150,000 IEI endowment.
- **Five-year Review:** IEI had a successful UNC Centers and Institutes Five-Year Review site visit in December 2024, with the NC State Board of Trustees voting to approve continuation for another five years at their April 2025 meeting.

Institutional Strategy and Analysis (ISA)

- **Reporting:** ISA completed 60 external reporting activities (e.g., IPEDS, SACSCOC, FAEIS, Oklahoma State Faculty Survey, NC-SARA, NCAA Graduation Rates Report, CSRDE, Standard & Poor's, Moody's); 42 internal reporting activities (e.g., Administrative Leadership Meeting handouts, fast facts, strategic plan metrics, Dean Annual Review).
- **Data Management:** ISA completed 45 UNC System Office Datamart and Reporting activities (e.g., preparation and validation of beginning of term, census, end of term, and post-grades Student Data Mart snapshots); 6 NC State data management activities.

- **Ad Hoc Requests:** ISA completed 47 ad hoc data requests (over 80% of ad hoc requests came from NC State departments, divisions and administrative units).
- **Unit Restructuring and Renaming:** Effective July 1, 2025, Institutional Strategy and Analysis became University Data and Analytics, with the university's strategic planning efforts moving from Institutional Strategy and Analysis to the Institutional Effectiveness unit. As part of this change, McKinney Austin became the interim vice provost for University Data and Analytics.

Office of Instructional Programs (OIP)

- **Academic Programs:** This office oversees processes for program establishment, changes (e.g. new delivery modes), and discontinuation/consolidation. Related activity during FY 2024-25 included:
 - Two new degree programs - M.S. in Cyber Security and M.S. in Global One Health
 - Two new accelerated bachelor's/master's programs - B.S. in Environmental Technology and Management/M.R. Environmental Assessment and B.S. in Industrial Engineering/Master of Engineering Management
 - Six new certificate programs (three undergraduate and three graduate)
 - Four degree and certificate program title changes
 - One new graduate program delivery method
 - Two graduate and one accelerated bachelor's/master's program continuations/consolidations
 - Several additional program actions are routing through the university review and approval process.
- **Academic Policies:** OIP served as the primary liaison for major academic policies from the UNC System Office, ensuring NC State remains responsive and compliant with evolving systemwide expectations. OIP led the coordination of campus responses for high-profile UNC System initiatives, including the Foundations of American Democracy requirement, General Education revisions, 120 credit waivers, ROI studies, tuition policies and program planning regulations.
- **Pappas Real Estate Development Program:** Established in May 2024, this newest OIP unit launched its first Certificate in Real Estate Development and secured a \$1 million endowed directorship and an additional \$5 million in philanthropic commitments. The program expanded their impact through industry discussions and new event series like Placemaking by Design.
- **Continuing and Lifelong Education:** Celebrated the 100 year anniversary of Continuing and Lifelong Education, with a signature event held on August 27, 2024. In 2024-25, the unit completed a modernization study for the McKimmon Conference and Training Center, secured a seed grant for a data visualization solution, and launched the Sustainable Futures Fellows Program, achieving a staff retention rate of 95%.
- **DELTA:** In 2024-25, DELTA expanded services, worked to assume management of the Disability Resources Office Proctoring Center to meet the demand of over 115,000 exams proctored this year, and added new enterprise academic technologies (Wooclap, Padlet).
- **Institute for Advanced Analytics:** This year the unit completed a strategic program review, relocated to a new 20,000-square-foot space, and underwent a leadership transition as founding director Michael Rappa stepped down and Bill Rand was appointed the new director.
- **Unit Renaming:** Effective July 1, 2025, the Office of Instructional Programs became the Office of Academic Strategy, Innovation and Solutions. As part of this change, Senior Vice Provost for Instructional Programs Helen Chen became senior vice provost for academic strategy and innovation.

Office of University Interdisciplinary Programs (OUIP)

- **Climate and Sustainability Academy:** OUIP launched the Climate and Sustainability Academy, the fourth at NC State, in December 2024. Erin Seekamp was appointed as executive director and Christopher Galik was appointed as deputy executive director. The academy will connect and oversee the Coastal Resilience and Sustainability Initiative and the Sustainable Futures Initiative.
- **Data Science and AI Academy:** The Data Science Academy was renamed the Data Science and AI Academy in September 2024 to better reflect its focus on and national leadership in AI.

NC State University Libraries

- **Duke Energy Hall:** The Libraries assumed management responsibility for the Duke Energy Hall from Student Centers, with the College of Engineering as a key partner. Between July 1 and April 30, 2025, the venue hosted 180 events, generating \$48,622 in revenue.
-

B. INITIATIVES

Provost's Office

- **Strategic Planning:** The FY 25-27 implementation plan was developed and approval was obtained from cabinet for adoption on July 1, 2024. The plan was published and shared with the campus in October 2024. With the completion of the FY 22-24 implementation plan, the Provost's Office worked with Institutional Strategy and Analysis and University Communications to develop a web-based report on the first three years of the strategic plan.
- **AI Advisory Group:** The group was expanded this year to include an AI and Business Operations subgroup in addition to the AI and Research Innovation and Application subgroup and the AI and Administration/Education subgroup.
- **Building Initiatives:**
 - **Woodson Hall:** Construction on the building is 50% complete and on schedule. Construction completion is estimated for fall 2026, with estimated opening in fall 2027. There have been numerous prospect and donor tours of Woodson Hall, with several significant given in support of the project this year. In October 2024, the provost designated the initial group of 16 faculty for occupancy in Woodson Hall based on their research and space requirements, collaborative involvement in the Chemistry of Life program, and a desire to engage in an open, interdisciplinary environment.
 - **Dabney Hall Renovation:** This project is preparing to start construction of the initial phases (primarily floors 6-8) of the building in fall 2025. Construction completion is estimated for spring 2028, with estimated opening in fall 2028.
 - **Broughton Hall Swing Space:** The renovation in Broughton Hall will provide chemistry swing space during the Dabney Hall Renovation. Construction is currently 94% complete, with building completion and opening estimated for fall 2025. Some occupants will transition to the Woodson Hall in spring/summer 2027 and some will return to Dabney as phased floors become available.
 - **Polk Hall Renovation:** The construction on this biochemistry teaching and research building will be phased as follows: Phase 1 (currently under construction and about 10% complete) renovation focuses on North and West Wings and Phase 2 renovation (currently under design) will focus on the East Wing. Construction completion is estimated for spring 2028, with estimated opening in summer 2028.
 - **Mann Hall Renovation:** The renovation of Mann Hall includes abatement, demolition and new construction. Floor 1 is primarily dedicated to eSports and building systems. Floors 2-3 are primarily used for Engineering academic affairs and general classrooms. COE has assigned Floor 4 to nano-medicine and will include wet lab spaces to support engineering growth. The project started construction in summer 2025, with completion estimated for spring 2027 and an estimated opening in fall 2027.
 - **PCOM New Facility Study:** Provost Arden appointed a steering committee for the Poole College of Management New Facility Study in April 2023. Gensler was selected as the project designer and Barnhill/Holt Brothers as the construction manager. For the building site selection study, advanced planning, programming and site selection are underway. Internal study is underway to evaluate sites based on college needs, class schedules, master plan goals, etc., with six to eight sites evaluated in the North Campus Precinct.
 - **Poe Hall:** Abatement/deconstruction for Poe Hall is partially funded and planning is underway, with DH Griffin/Kimley-Horn selected as design builder. Abatement/deconstruction is estimated to start in spring 2026, renovation is estimated to start in spring 2027, with construction estimated to be complete in summer 2029 for an estimated fall 2029 opening.
 - **Large Animal Hospital Addition and Renovation:** This project will include approximately 28,000 sf of renovation and 46,000 sf of new construction. Program elements include farm animal treatment, new client entry, sports medicine, surgery, colic/colic surgery, and isolation and ICU. Construction will start in

fall 2025, with construction estimated to be complete in spring 2028 for an estimated summer 2028 opening.

Office of Assessment and Accreditation (OAA)

- **Quality Enhancement Plan (QEP):** See information above under Goal 1: Empower Students for a Lifetime of Success and Impact.
- **2024 SACSCOC Reaffirmation of Accreditation:** See information above under Goal 5: Improve University Effectiveness Through Transformative Technologies, Cutting-Edge Processes and Actionable Data.
- **Academic Program Review:** To be in compliance with the updated UNC System Policy 400.1.1, OAA created the Academic Program Review addendum process, which included drafting a new policy, REG and SOP.

Enrollment Management and Services (EMAS)

- **Wolfpack Connect:** Planned the implementation of Wolfpack Connect, a guaranteed transfer pathway program in collaboration with colleges and NC Community Colleges, with a launch scheduled for fall 2025.
- **Transfer Planner:** Finalized development of the NC State Transfer Planner, a self-service tool that helps prospective first-year and transfer students evaluate how credits apply to degree programs before registering for the course.

Office for Faculty Excellence (OFE)

- **Conference on Faculty Excellence:** The third annual Conference on Faculty Excellence occurred in March 2025. It was again a partnership between OFE, the Libraries and DELTA. The conference hosted more than 205 people from NC State, Meredith, Shaw and Campbell Universities, a 10 percent increase from last year.
- **Teaching Awards:** The Warwick A. Arden Interdisciplinary Teaching Excellence Award was added to the list of internal awards OFE facilitates; three winners were selected from 21 nominees. Due to UNC System office changes to the BOG Award for Excellence in Teaching, the Provost's Award for Excellence in Teaching was reimagined to the Provost's Award for High Impact Experiential Learning; the 2025 winner was Research PackTrack, a two-semester credit-bearing course-based undergraduate research experience in the Department of Biological Sciences.

Institute for Emerging Issues (IEI)

- **Emerging Issues Forum:** Held the first of three Emerging Issues Forums in the Future Forward Infrastructure series, Future Forward Energy, in May 2025, with activities to shape the planned 2026 forum on water beginning in spring 2025.
- **Podcast:** Revised/relaunched the Connector podcast, with over 100+ downloads per episode.

Institutional Strategy and Analysis (ISA)

- **Data and Analytics Strategy:** Developed a university Data and Analytics Strategy, approved by the Data and Analytics Executive Steering Group, which will be rolled out to campus in FY 2025-26.

NC State University Libraries

- **Data Science:** expanded and formalized the Data Science Consulting Program in partnership with the Data Science and AI Academy. University demand for data science support is strong and continues to grow.
- **Esports Program:** Worked to build the program's capacity through the pilot NC State Gaming and Esports Lab at the Hunt Library.

C. STAFF

Provost's Office

- Two new employees joined the Provost's Office as a result of the restructuring to create the Office of Equal Opportunity: Business Officer Stephanie Jacobs and Lead Visual Communications Strategist Jacqueline Perry.

Office of Assessment and Accreditation (OAA)

- Hired Rebecca Sanchez to serve as the Quality Enhancement Plan (QEP) Director.

- Hosted the 2025 UNC System Assessment and Accreditation Council Professional Development Meeting. Kaitlyn Mittan serves as co-chair of the Council.
- Fashaad Crawford had a very successful five-year leadership review as vice provost for assessment and accreditation.

Budget and Business Operations

- Revised and renamed the vice provost for Finance and Strategic Resource Management position to vice provost for Budget and Business Operations; a national search was launched in April 2024, which culminated with Eduardo Lorente being named vice provost, effective September 23, 2024.

Enrollment Management and Services (EMAS)

- Jamie Pendergrass in the Office of Scholarships and Financial Aid received the Provost's Unit Award for Excellence, the University Award for Excellence and the Governor's Award for Excellence..
- Jill Zalewski was promoted to director of the Goodnight Scholars Program; Anthony Olaiya Wright was promoted to director of the Goodnight Transfer Scholars Program.
- Ronnie Chalmers was promoted to deputy director of Admissions.

Office for Faculty Excellence (OFE)

- Senior Vice Provost for Faculty for and Academic Affairs Katharine Stewart returned to her full-time faculty role as a professor in the Department of Psychology, effective June 30, 2024. A search internal to NC State and the UNC System for her replacement began in late February 2024, after the position was updated to senior vice provost for Faculty Excellence. The search culminated with Kim Grainger being named senior vice provost, effective July 1, 2024.
- Daniel Monek was appointed associate vice provost for academic personnel and policy. Laura Nelson, who previously held the position, departed OFE and returned to faculty in the College of Veterinary Medicine.
- Melvin (Jai) Jackson was added to the unit as a result of the restructuring to create the Office of Equal Opportunity and serves as the assistant vice provost for academic administration and faculty engagement.
- Carolyn Bird was appointed as a faculty fellow and runs the Faculty On Track Program.
- Welcomed inaugural Campus Writing and Speaking Program Faculty Fellow Filomena Garcia to support workshop facilitation and liaison with faculty.

Office of Global Engagement (OGE)

- OGE hired Allison Haskins as global partnerships manager, Robin Stewart as global programs coordinator, Megan Howard as communications specialist and Le To as sponsored student program manager.

Institute for Emerging Issues (IEI)

- IEI Director Sarah Hall was invited to serve on the Dogwood Health Trust's Digital Opportunities Advisory Committee and Civic Federal Credit Union's Community Development Advisory Board; she also served on the Workforce Leadership Institute Advisory Board.
- Davina Thrash served on the Research Universities Constituent Committee of the Southern Association of College and University Business Officers
- Several employees completed leadership or professional development programs: Ellen Beasley (NC Rural Center's Rural Economic Development Institute), Jenn Heiss (Leadership North Carolina), Julia Kardos (NC State's Project Management Certificate) and Tarik Woods (NC Institute of Political Leadership Fellows Program).

Institutional Strategy and Analysis (ISA)

- Senior Vice Provost for Institutional Strategy and Analysis Margery Overton retired, effective May 1, 2024, after a 40-year career at NC State. Associate Vice Provost for University Data and Analytics McKinney Austin was appointed interim vice provost.
- Caroline Ortiz was promoted to assistant vice provost for institutional analytics and Matt Van Jura was promoted to director of research and analysis and special projects.

- ISA hired Justin Chandler as institutional reporting lead, Sylvia Bezawada as business intelligence analyst and Jesse Long as data governance specialist. Three staff members left ISA for opportunities outside the university; those three positions remain unfilled.

Office of Instructional Programs (OIP)

- Senior Vice Provost Helen Chen served as a Fulbright Specialist to Egypt's Supreme Council of Universities, president of the Council of Chinese American Deans and Presidents, an external reviewer for federal grants and an invited speaker at international forums.
- Jack Rodenfels was named director of non-degree credential program innovation, effective April 7, 2025.
- Bill Rand was named Goodnight Executive Director of the Institute for Advanced Analytics, effective July 1, 2025.
- The DELTA team earned several national honors, including the 2024 Quality Matters Award and the 2025 Online Learning Consortium Excellence in Online and Blended Learning Innovation Award. They also received university recognition with an Operational Excellence Team Award and were part of the team recognized for the interdisciplinary Wicked Problems course.
- Individual DELTA staff achievements included: Tremayne Grimes received a 2025 Provost's Unit Award for Excellence, and Alexis Lockett was awarded the Staff Senate Head of the Pack Award. Collectively, DELTA staff delivered 67 conference presentations and published peer-reviewed research.
- DELTA presented six Pride of the Wolfpack Awards this year (Jessie Sova, Martin Dulberg, Katie Bean, Grace Hatterschide, Donnie Wrights and Kara Marschalk)
- Continuing and Lifelong Education welcomed Jennifer Kendall as assistant vice provost for marketing and promoted Scott O'Leary to director of strategic initiatives.
- The Continuing and Lifelong Education team showed a strong commitment to professional growth, with Mark Bernhard, Angela Hallman, Scott O'Leary, Savannah Vince and Roger Sequeira completing advanced certificates in leadership and coaching.
- Individual Continuing and Lifelong Education staff achievements included: Hilen Flores received the 2024 Administrative Excellence in Public Service Award, Eliza Kiser presented at the Osher National Conference and Scott O'Leary co-authored two publications.

Office of Outreach and Engagement (OOE)

- Rich Bonanno, vice provost for Outreach and Engagement and associate dean and director of NC State Extension in the College of Agriculture and Life Sciences, left NC State in late August 2024 and Sarah Kirby and David Monks were appointed as co-interim associate deans and directors of NC State Extension. David Monks was also named interim vice provost for Outreach and Engagement as part of his appointment. The College of Agriculture and Life Sciences recently wrapped up a national search and named David Monk as the next associate dean and director of Extension, effective August 1, 2025. He will also serve as vice provost for Outreach and Engagement.

Office of University Interdisciplinary Programs (OUIP)

- Fred Gould stepped down as executive director of the Genetics and Genomics Academy. Jeff Yoder was named the new executive director of the academy, effective August 1, 2024.
- Mae Dunne was named executive assistant to the senior vice provost for University Interdisciplinary Programs in February 2025.
- Milad Abolhasani and Melanie Simpson were named director of accelerated technologies and director of research, respectively, for the Integrative Sciences Initiative (ISI) in October 2024. ISI also hired Matthew Steadman as director of operations and Kelsey Hart as executive assistant to the executive director this year.

NC State University Libraries

- Claire Leverett appointed as NC LIVE Executive Director.
- Jeff Essic received the Outstanding Service to the North Carolina GIS Community Award.
- Cas Saroza received the UNC-Chapel Hill School of Information and Library Science Rising Star Alumni Award.
- Thomas Jones received a 2025 Provost's Unit Award for Excellence.

D. CHALLENGES / RECOMMENDATIONS

Provost's Office

Several common challenges and recommendations were noted by unit leaders. Provost Arden will work with the Provost's Office and individual units to address the following in the year ahead:

- Retaining and recognizing faculty and staff across levels and units;
 - Planning for anticipated funding shortfalls at the federal, state and UNC System level;
 - Adding unit budget flexibility to facilitate innovation and the pursuit of strategic opportunities;
 - Addressing ongoing displacements of students, faculty and staff due to the closure of Poe Hall;
 - Streamlining processes and procedures in order to operate more effectively and efficiently; and
 - Assessing the implications of artificial intelligence for operational efficiency.
-

E. OPPORTUNITIES

Provost's Office

Several common/related opportunities were noted by unit leaders. Provost Arden will work with the Provost's Office and individual units to explore the following in the year ahead:

- Implementing universitywide best practices and expanding use of enterprise-level applications and tools;
 - Building and supporting internal partnerships to increase collaboration and interdisciplinary initiatives as well as optimize university and unit resources;
 - Centralizing university data access and delivery; and
 - Continuing implementation of Wolfpack 2030: Powering the Extraordinary; Engineering North Carolina's Future and NC State's 2024-29 QEP (Packways: Learning by Doing).
-
-