

The background image is a photograph of a modern university building with a prominent, tall, cylindrical tower made of a blue metal lattice. The building has large glass windows and is surrounded by trees with vibrant autumn foliage in shades of yellow, orange, and red. In the foreground, a paved walkway leads towards the building, with a person walking away from the camera and another person sitting on a bench to the right. The sky is a clear, bright blue.

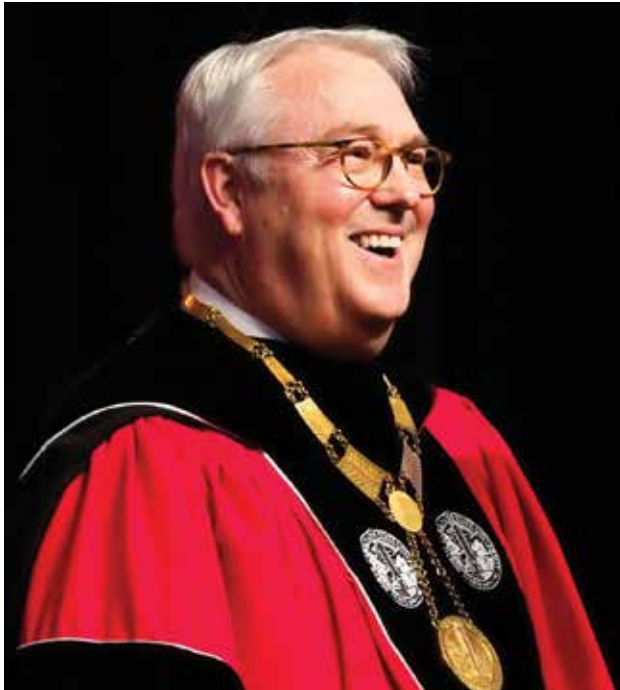
NC STATE

Chancellor's 10-Year Report

2011-2021



From the Chancellor



A decade ago, the shock of the Great Recession left many with a lingering feeling that our best days were behind us. Millions remained unemployed, industries struggled to meet the challenges of global competition and confidence in our public institutions was diminished.

But this was not the first time our nation had faced adversity — nor the first time that NC State led the way in rising to meet the occasion.

As a land-grant university founded in 1887, NC State has a long history of applying our research, scholarship and service to the challenges of the day. Through wars, pandemics, economic calamities and social upheavals, NC State has nurtured great minds and great ideas.

We've developed disease-resistant foods to help feed the world, pioneered technologies to revolutionize the way energy is harnessed and delivered, and unlocked the potential of the genome to combat emerging pathogens.

At NC State, we think big — and we deliver bigger.

That's why, upon emerging from the recession in 2011, NC State embarked on an ambitious strategic plan — Pathway to the Future — that focused our collective energy on what we could achieve, not what stood in our way. The result has been a decade of remarkable progress we couldn't have imagined at the time.

Guided by our strategic plan, we created labs and classrooms as innovative as our spirit; revitalized the way faculty teach and collaborate; engaged donors to fund scholarships supporting thousands of additional students, and to create 101 new endowed professorships; enhanced opportunities for experiential learning; and launched initiatives to foster a more inclusive campus environment.

We streamlined the process for partnering with business and industry, creating unsurpassed opportunities for students to apply the knowledge they acquire in the classroom to the real world. In fact, NC State is now the partner of choice for industry and government entities working to solve some of the world's toughest problems, from stopping the spread of illicit nuclear weapons to inventing next-generation manufacturing technologies to power the nation's economic engine.

In this report, I'm proud to share some of the stories behind this remarkable, transformational decade at NC State. I think you'll come away — as I have — with a deep appreciation for the resilience of our dedicated students, faculty, staff, alumni and supporters. The Wolfpack is not just a name; it's a diverse and confident community with a shared passion for the possibilities of today and the promise of tomorrow.

A handwritten signature in black ink that reads "Randy Woodson". The signature is fluid and cursive.

Randy Woodson
Chancellor

It All Starts With a Plan

The world has changed dramatically since NC State was founded in 1887, but our mission as a university has never wavered. We have always been committed to providing the people of North Carolina with a “liberal and practical education in the several pursuits and professions in life” and to supporting the state’s economic development.

Today, this mission is more critical than ever. The world’s biggest problems are increasingly complex, and solving them requires the kind of innovation, insight and collaboration that NC State is uniquely positioned to provide. **To meet the needs of this time, we need a thoughtful, well-designed strategy** — and a practical plan for implementing it.

That’s why NC State’s chancellor, Randy Woodson, and provost, Warwick Arden, launched a strategic planning initiative soon after he took office in 2010. First the University Council identified the core issues facing the institution; then the council created planning task forces that engaged the campus community in discussing these issues. Based on the input they received, the task forces prepared recommendations for what to include in a strategic plan that would guide the university for the next 10 years.

The strategic planning committee reviewed the task forces’ recommendations and presented a draft plan to the campus community in early 2011. The plan was revised based on community feedback, and the chancellor presented the plan to the Board of Trustees, which unanimously endorsed it.

The Pathway to the Future, NC State’s 2011-20 strategic plan, set five overarching goals for the university to achieve:

- › **Enhance student success.**
- › **Invest in faculty and infrastructure.**
- › **Support interdisciplinary scholarship.**
- › **Pursue organizational excellence.**
- › **Engage locally and globally.**

It’s important to note that we launched this strategic plan at a turning point in history. The financial crisis miring North Carolina and the nation was second in severity only to the Great Depression of the 1930s. While some might have contented themselves with incremental adjustments,

NC State chose a bold approach. As problem solvers, we believed in Albert Einstein’s observation: **“In the middle of difficulty lies opportunity.”** We believed that if we focused on a consistent strategic vision, we could reinvent a university that became leaner, smarter and stronger than before, elevating NC State to a new level of efficiency and impact.

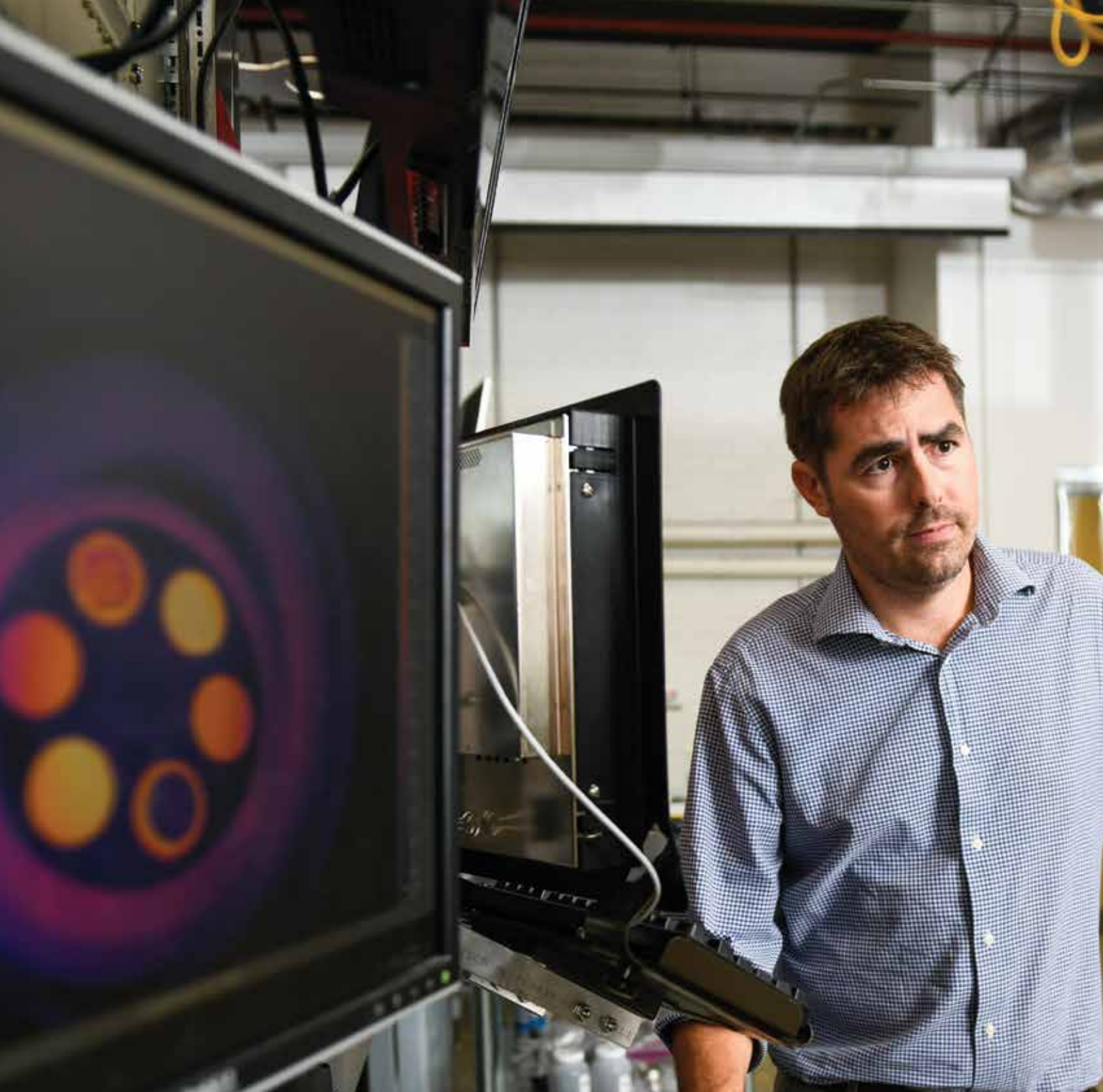
“What do we see as we look forward? We see an educational institution that nurtures graduates ready to enter productively into society with solid skills, an inquiring habit of mind, global awareness and a sense of social responsibility.”

— **The Pathway to the Future, NC State’s 2011-2020 strategic plan**

We spent the next decade putting our Think and Do spirit into action, working tirelessly to support the continued growth and comprehensive excellence that would achieve our plan’s goals. We structured our work by assessing our progress every three years, both by measuring our results and by evaluating feedback from the campus community. We then added or realigned resources as necessary, and we forged ahead into the next three years. That’s what made our plan different: more than a document, **our strategic plan was the living embodiment of our mission and vision.**

Now that Pathway to the Future has concluded, we’re looking forward to a brighter future for the university — and we’ve already got a plan for how to get there. Read on to learn more about our achievements over the past decade, and about our new strategic plan that will keep us thinking and doing extraordinary things for many years to come.





190

Startups and Spinoffs

Nearly 200 new companies have been founded based on NC State research.

\$1.7B

in Financing

NC State companies attract investment — and jobs — to North Carolina.

Bold Innovations, Brought to Market

NC State has always been a wellspring of bright ideas and big steps forward. Over the past decade, we've cemented our commitment to — and our expertise in — producing practical solutions to the world's most pressing problems.

As a result, NC State has earned a reputation as an **intellectual powerhouse** at the forefront of discovery — and for good reason:

- > From 2011 to 2020, NC State received nearly **16,000 sponsored research awards**, totaling \$3.3 billion.
- > Annual research expenditures currently stand at **\$546 million**, a **43% increase** from \$380 million in 2011.
- > NC State's federal research expenditures saw a **65% increase** in the past decade, according to the National Science Foundation, outstripping all but one of our peers.
- > In the past decade, our faculty have claimed **major research awards**, including the Warren Alpert Foundation Prize, the Canada Gairdner International Award, the O. Max Gardner Award and the Wolf Prize in Agriculture.

But the fruits of our learning don't just stay on campus. People throughout the state, across the nation and around the world see the benefits of NC State research every day. We lead the charge in emerging fields such as CRISPR, data science, quantum computing and plant sciences. The results? Healthier people and animals, safer communities, cleaner energy and more resilient crops to feed our growing world.

We recognize that we can't do this important work alone. Society's toughest obstacles require powerful multidisciplinary partnerships and an entrepreneurial approach.

Our award-winning Centennial Campus puts that ethos into action. It's **one of the premier research parks in North America**, where students, researchers and faculty work in neighboring proximity to 76 industry, government and nonprofit partners. Our partners get access to emerging concepts and research coming out of NC State, along with unmatched student and faculty brainpower. They also benefit from cutting-edge facilities that would otherwise be out of reach.

Our focus on problem-solving combines with our expertise in industry partnerships to make us a **national leader in research commercialization** that's adept at bringing research to market.

Between 2011 and 2020, NC State's research and innovation work has directly led to:

- > **2,033** commercialization agreements
- > **1,034** patents
- > **136** startups
- > **346** new products

In fact, among universities without a medical school, NC State is **No. 1 nationwide for active licenses and options, and No. 2 for startups launched**, according to the Association of University Technology Managers.

Our success in research commercialization and entrepreneurship is widely recognized. In 2017, the Milken Institute ranked NC State's technology transfer work in the **top 25 nationally**. A June 2020 analysis by the George W. Bush Institute ranks us **No. 20 for innovation impact** and **No. 5 in productivity**.

The effects of our work reach well beyond our campus partners. We're also an **economic engine** with a proven track record of growing North Carolina's economy.

But our university doesn't stop at supporting local businesses. Attracted by our success, some of the **world's leading companies** — including Apple and FUJIFILM Diosynth Biotechnologies — are flocking to Raleigh, North Carolina, where NC State's main campus is located. And they cite NC State's expert faculty, future-ready students and leading programs as essential to their bottom line.

Whether we're pushing the boundaries of scientific inquiry, turning groundbreaking ideas into successful businesses or helping the economy flourish, our research continues to provide for our planet and its people.

"Research and development of new knowledge, tools and technologies, as well as commercialization of intellectual property, remain a critical part of NC State's DNA."

— Mladen Vouk, Vice Chancellor for Research and Innovation

Joining Forces to Change the World

When leading corporations, high-level government agencies and prestigious universities across the country need a preeminent partner in research and innovation, they turn to NC State. In the last decade the university has formed many exciting new partnerships across a range of disciplines, while continuing to expand and invest in existing relationships that tackle society's most pressing challenges.

NC State's Centennial Campus, widely recognized as **one of the premier public-private research parks in North America**, is the epicenter of much of the university's partnership efforts. Centennial brings together 76 corporate, government and nonprofit partners with NC State students, faculty and staff, offering an **unparalleled environment for innovation and entrepreneurship**.

Centennial's growth has continued over the past 10 years, with the construction of state-of-the-art facilities and the arrival of new partners. Software communications company Bandwidth, which moved onto Centennial in 2012, has grown from 225 employees when it first arrived to more than 750 today — and a \$3 billion valuation. Similarly, since global analytics firm LexisNexis opened its North American corporate innovation center on Centennial in 2014, the center has grown from just 150 employees to nearly 800.

Elsewhere on Centennial, in 2013 **the National Security Agency partnered with NC State to found the \$70 million Laboratory for Analytic Sciences (LAS)**, whose mission is to help the intelligence community address the growing complexity of challenges involving big data.

The federal government has long been one of NC State's key partners in developing real-world solutions to the nation's problems. President Barack Obama visited NC State in 2014 to announce that **the U.S. Department of Energy had selected us to lead PowerAmerica, a \$140 million next-generation manufacturing institute** that brings together the brightest minds in the world of wide bandgap semiconductors. PowerAmerica is one of 14 institutes that make up Manufacturing USA, a nationwide network of public-private institutes focusing on specific

fields of advanced manufacturing technology. NC State has been directly involved in seven of the 14 institutes in Manufacturing USA.

Also in 2014, **the National Nuclear Security Administration awarded NC State a \$25 million grant to sponsor the Consortium for Nonproliferation Enabling Capabilities**, a partnership of seven universities and four national laboratories collaborating to stop the illegal proliferation of nuclear weapons.

In addition, **NC State enjoys a strong partnership with the National Science Foundation**, which selected us to host two of its Engineering Research Centers, FREEDM and ASSIST. FREEDM researchers are designing a smart energy grid for the 21st century, and ASSIST is developing wearable, self-powered health monitors.

Our cutting-edge research, technology and scholarship are frequently sought out by government and business alike. In 2018 **IBM selected NC State as the first university in North America to host an IBM Quantum Hub**, bringing us into a global community of Fortune 500 companies, startups and research labs working to advance quantum computing.

In 2021 the NSF announced two new partnerships with NC State. **The Science and Technologies for Phosphorus Sustainability center** is a joint effort between NC State and eight partner institutions to reduce both dependence on mined phosphates and the amount of phosphorus that leaches into soil and water. And the **NSF AI Institute for Engaged Learning** is an NC State-led research initiative that will create artificial intelligence tools to advance human learning and education.

In our increasingly complex world, collaboration is no longer optional — it's a necessity for those who want to solve the problems of today and create a better tomorrow. And nobody collaborates more effectively than NC State, which is why **organizations and individuals throughout the business, government and academic sectors consider us their partner of choice**.

“NC State students bring a vibrancy, grit and creative spirit to the table that pushes our entire team to innovate even more.”

— David Morken, Founder and CEO, Bandwidth

A photograph of four researchers in a cleanroom environment. They are wearing white lab coats, hairnets, and safety glasses. The background shows complex industrial equipment with pipes and machinery. The lighting is bright and clinical.

#4

in Share of Research Supported by Industry

NC State ranked highly among all U.S. universities in the latest study from the Information Technology and Innovation Foundation.



LexisNexis

LexisNexis is a global provider of content-enabled workflow solutions designed specifically for professionals in the legal, risk management, corporate, government, law enforcement, accounting and academic markets.

Wilson College of Textiles

As the only college in the U.S. devoted entirely to textiles, the Wilson College of Textiles is the world's leading textile education program.

Constructed Facilities Lab

Established through a joint investment by the National Science Foundation and the state of North Carolina, the Constructed Facilities Lab performs advanced research and development of construction materials and structural systems that are components of civil infrastructure, such as roads and bridges. The lab also provides hands-on research and training opportunities for undergraduate and graduate students in civil engineering.

Centennial Campus

NC State's Centennial Campus is one of the preeminent public-private research campuses in North America. This setting, directly adjacent to our main campus, is where 75 university centers, institutes and departments collaborate with 76 corporate, government and nonprofit partners to solve real-world problems, boost local and regional economies, and improve lives across the state and around the world.



NC State University Plant Sciences Building

This cutting-edge facility is the headquarters of the N.C. Plant Sciences Initiative, which improves the world by applying interdisciplinary, team-based science to solve agricultural challenges.

Fitts-Woolard Hall

At 225,000 square feet, Fitts-Woolard Hall provides critical academic and research infrastructure for NC State's College of Engineering, which has seen graduate enrollment more than double in the past decade.

James B. Hunt Jr. Library

The Hunt Library — winner of the prestigious Stanford Prize for Innovation in Research Libraries — is one of the most advanced learning spaces in the world.

Laboratory for Analytic Sciences

The National Security Agency founded the LAS to help the intelligence community address the growing complexity of big-data challenges.

Other Centennial Campus partners include:

- **ABB** — Developing power and automation technologies for utility and industry customers
- **Eastman Chemical** — A global specialty chemicals company
- **IBM** — A global IT products and solutions company
- **Merck** — Producing vaccines and other drugs to improve human health
- **VF** — One of the world's largest apparel, footwear and accessories companies

Redefining Student Excellence

Beginning more than 100 years ago, NC State students started leading the way in agriculture, science, technology, engineering and math (STEM). We've gone from handing out just a few dozen degrees per year in the 1880s to thousands of them today, in fields including the humanities and social sciences, design, natural resources, education, textiles, management and veterinary medicine. And alongside that dramatic growth, we've instilled a laser-like focus on recruiting, retaining and graduating excellent students. Our record over the past 10 years demonstrates that **when Wolfpack students set their minds to it, they can achieve excellence like no one else.**

The annual number of freshman applications has jumped to almost 37,000 — a 61% increase since 2011 — and our standards have increased too. Half of all incoming students are in the top 10% of their graduating high school class. Recent first-year classes boast the highest ACT and SAT scores in university history.

And our students are earning more STEM degrees than ever — 5,478 this year alone. Overall, NC State awards nearly 10,000 degrees each year, more than any other university in the Carolinas.

We're helping more students stay enrolled and on the path to graduation as well:

- › Our first-year retention rate went up from 90% in 2011 to 94% last year.
- › Our six- and five-year graduation rates now stand at 85% and 82%, up from 73% and 67% in 2011, respectively.
- › Our six-year graduation rate for doctoral students has increased to 65%.

Students come to NC State because we have a legacy of success that only keeps getting better. With more than 100 students earning national honors in the past five years, it's no wonder why more of the best and the brightest want to join our Pack.

For instance, the Goldwater Scholarship is one of the nation's most prestigious awards for undergrads who show exceptional promise in STEM fields. Since 2011, **NC State has produced 26 Goldwater Scholars**, including four

per year — the maximum number possible — in 2012 and 2019. Their majors range from physics to animal science to biochemistry, but they all share three things in common: outstanding scholarship, dedication to research and ambitious goals.

In addition, **NC State has produced six Astronaut Scholars over the past decade.** These awards from the Astronaut Scholarship Foundation go to STEM students who are self-motivated and ambitious, hold themselves to high ethical standards and show passion for exploration and innovation.

Other NC State students achieve excellence in more terrestrial pursuits. For example, **four NC State students have won the Churchill Scholarship in the past five years.** The much-prized scholarship — founded at the behest of U.K. Prime Minister Winston Churchill, who wanted to bring Americans across the Atlantic to study at Cambridge University — covers university fees, living expenses and travel costs, and it gives students the opportunity to receive a special research grant. **This year, NC State was one of only two schools in the country to have two students who won Churchill Scholarships.**

Across every major field in higher education, NC State students are showing the world what academic excellence looks like when you're part of the Pack.

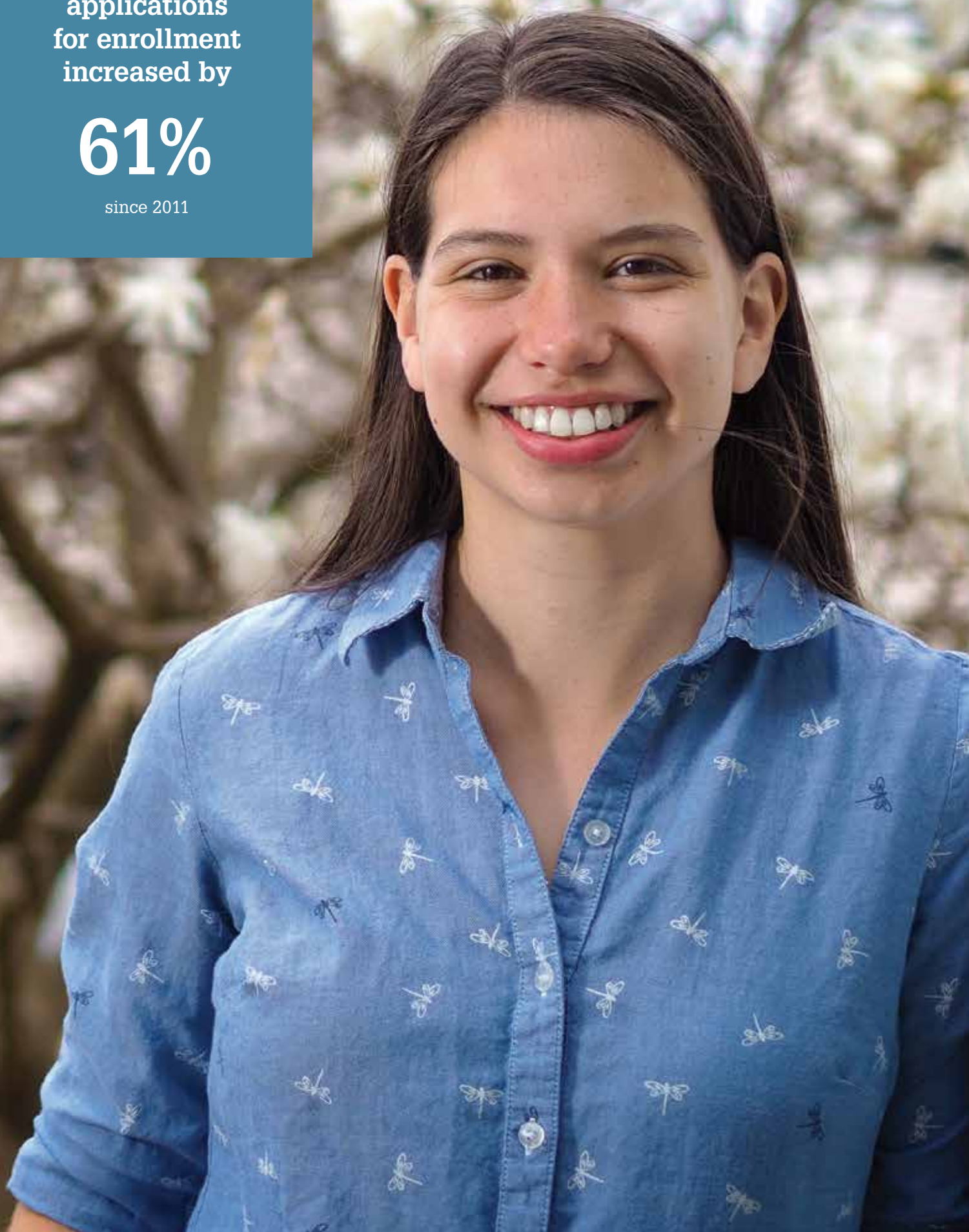
"NC State has so many opportunities for undergraduate research. Being able to get involved with research so early has been really critical to my learning and preparing me to apply for competitive scholarships."

— Ana Sofia Uzsoy, Goldwater and Churchill Scholar

Freshman
applications
for enrollment
increased by

61%

since 2011





Kobi Felton

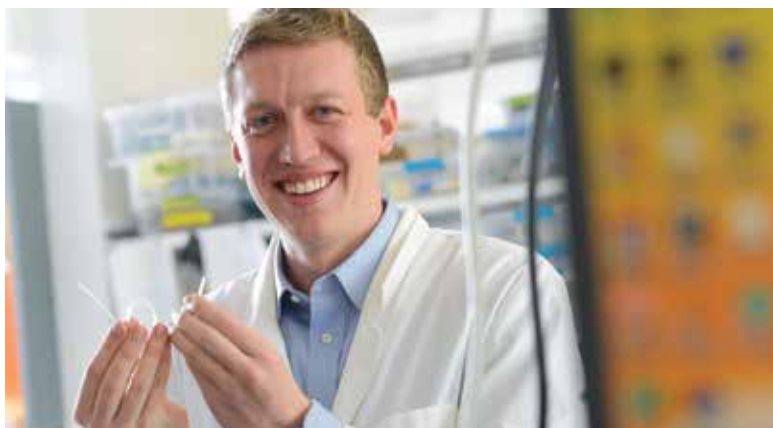
By the time Kobi Felton finished high school, he'd lived on three continents. When he returned to the United States to go to college, he enrolled at NC State because "it was the place that felt most like home." In 2018, Felton won a Marshall Scholarship, one of the most selective postgraduate scholarships in the country, making him our third Marshall Scholar. After earning a degree from NC State in chemical engineering, he went to the University of Cambridge to earn a master's degree in chemical engineering and biotechnology.



Madison Maloney

In her freshman year at NC State, aerospace engineering major and aspiring astronaut Madison Maloney wrote to NASA astronaut and NC State alumna Christina Hammock Koch to ask whether the two could meet when Maloney visited Houston's Johnson Space Center. Not only did they meet; Koch spent the whole day with Maloney and introduced her to other astronauts.

Maloney went on to become a Knight-Hennessy Scholar, a Goldwater Scholar — and yes, an Astronaut Scholar — before graduating in 2019, the same year that Koch set a record for the longest single spaceflight ever taken by a woman. Maloney then entered Stanford University to pursue a master's degree in aeronautics and astronautics as well as a second master's degree in management science and engineering, all in the hope that one day she'll be able to join NASA's space program.



Christopher Cooper

In 2017 chemical engineering and economics major Christopher Cooper became the second NC State student to ever win a prestigious Churchill Scholarship. Cooper used the merit-based award to pursue a one-year master's degree in chemical engineering and biotechnology at the University of Cambridge.

Cooper came to NC State on its most selective merit scholarship — the Park Scholarship — and participated in the university's Benjamin Franklin Scholar program, which allows students to couple engineering studies with the social sciences or humanities. He was also one of NC State's two 2016 Goldwater Scholarship recipients.

A Pack That Includes Everyone

In 2018, the U.S. Postal Service chose NC State's African American Cultural Center as the site to unveil its new stamp commemorating Kwanzaa, the annual Pan-African celebration of family, community and culture. The center is the university's hub for learning about the history and experiences of the African diaspora and ways to build a more equitable future. We are committed to that vision of the future — one in which **a more just world welcomes, values and includes people from diverse backgrounds** — and over the past 10 years we've continued working hard to make it a reality here and now.

The past decade has seen a number of significant events for NC State's Black community. The **Black Business Students Association** was established in 2013, and that same year, work began on the **Virtual Martin Luther King Jr. Project**, which sought to recreate the speech King gave in Durham in 1960, "A Creative Protest."

In recognition of the progress NC State continues to make in advancing diversity, equity and inclusion at the university, *INSIGHT Into Diversity* magazine has presented us with the **Higher Education Excellence in Diversity Award** four times since the annual award was first given, in 2012. This is the only national award that honors colleges and universities that show outstanding commitment to diversity.

This decade also saw the return to campus of an alumnus who embodies many groundbreaking firsts. Irwin Holmes, NC State's first Black graduate, earned a degree in electrical engineering in 1960. He was also the Atlantic Coast Conference's first Black athlete, first Black varsity letter winner and first Black co-captain of a varsity team. Tennis coach John Kenfield Jr. and his team welcomed Holmes when he joined in 1957 and stood by him at a time when discrimination was the norm, even choosing to leave a diner outside Chapel Hill when it refused to serve him.

In 2018, in honor of the man who overcame and accomplished so much, **NC State changed the name**

of University College Commons to Holmes Hall — a testament to Irwin Holmes, who broke barriers at NC State and beyond and drove much-needed social and cultural change.

In addition, in 2021 the African American Cultural Center celebrated its 30th anniversary of promoting awareness of and appreciation for African American and other African descent experiences. And NC State's Women's Center also celebrated its 30th anniversary of creating a community of authentic and engaged allies and leaders to pursue gender equity and social justice.

Our Wolfpack students have also driven change by advocating for a more inclusive university. Last year, following the murder of George Floyd in Minnesota, **Black student organizations presented the university with 10 demands for advancing the well-being of Black students on campus.** Those included monthly meetings with the Office for Institutional Equity and Diversity (OIED), diversity training for university employees and student organization leaders, and increased efforts to recruit and hire Black people to fill faculty and staff positions.

We take these demands seriously. **We now provide diversity, equity and inclusion training modules for all students and employees — including Chancellor's Cabinet members, deans, directors and department heads.** OIED and University Human Resources are working to develop and implement more inclusive recruiting and hiring practices for faculty and staff. And our Building Future Faculty Program holds workshops for doctoral students and postdoctoral scholars, especially those from underrepresented groups, who plan to pursue academic careers and are committed to promoting diversity in higher education.

NC State has a long way to go before we achieve all of our institutional goals for diversity, equity and inclusion. But if the past 10 years are any indication, we're headed in the right direction — and we're picking up speed.

"We want to be the kind of university that is willing to take a hard look at what we're doing and what we can improve on."

— Sheri Schwab, Vice Provost for Institutional Equity and Diversity

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Setting the Historical Context RACIST PROTEST AND KING'S DREAM



1957

DREAM SIT-IN, DURHAM, NC
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AR

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ool in Little Rock,
with violence and

Starting on July 19, 1958, ten
well-dressed black students
sought to place orders while
sitting at the lunch counter at the
drugstore. Students sat quietly at
the counters, enduring taunts and
threats from white customers.

DOCUM DRUG STORE SIT-IN,
WICHITA, KS

1958



20%

of faculty belong to
an underrepresented
minority

24%

of students belong to
an underrepresented
minority

49%

of students are female



"I've been supported and encouraged by the Division of Academic and Student Affairs' staff and administration, and I've been provided countless opportunities to develop my skills as a leader."

— Emma Carter, B.A. sociology and international studies, 2020

Supporting Success of the Whole Student

Helping students achieve their full potential is key to everything we do at NC State. Across the university, we provide support systems that help students succeed in all areas of life, and the results are evident — especially over the past decade, which has witnessed some of our most groundbreaking innovations.

In 2012, NC State pioneered a new administrative approach to student support, becoming **one of the first universities in the country to combine undergraduate academic programs and student services under one office: the Division of Academic and Student Affairs (DASA).**

In DASA'S more than 50 campus units — including the Career Development Center, the Counseling Center, Arts NC State, Military and Veteran Services, and New Student Programs — seasoned staff offer guidance on every aspect of the student experience.

Sometimes our students need more than academic and personal support to finish college. Recent studies have shown that significant numbers of students at NC State struggle with food or housing insecurity, which can have a drastic impact on their personal and academic well-being.

In November 2012, we opened the student-led **Feed the Pack food pantry**, which provides food and other essential items to any student, faculty member or staff member in need. And in 2017, we established the **Pack Essentials program** to offer students financial assistance and other resources to help with emergencies and unexpected life events. Both of these programs provided crucial aid to students during the early stages of the COVID-19 pandemic, when many lost their jobs due to the drastic slowdown in global economic activity.

Our work to support students begins before they even arrive at NC State. We continue to find new pathways to help students from underrepresented populations get here, whether by educating them about college or helping them afford it.

Just a few examples:

- > Through our **Community College Collaboration**, we partner with 13 regional community colleges to enroll transfer students from rural areas, low- and moderate-income families, or first-generation backgrounds.
- > NC State's **College Advising Corps**, launched in 2014 with funding from the John Belk Endowment, sends recent graduates to work as college counselors in rural high schools across the state to help increase the number of low-income, first-generation and underserved students who reach and complete college.
- > In the College of Agriculture and Life Sciences, the **Student Transition Enrollment Advising and Mentoring** program helps rural students with a passion for agriculture get to NC State, with a summer session on campus and a first semester of coursework at a community college.

More than 70% of NC State undergraduates apply for financial aid, and not all of them receive enough to cover their need. The **Extraordinary Opportunity Scholarship Initiative**, established during the Think and Do the Extraordinary campaign in 2020, helps fill the gap between the financial aid students qualify for and what the university can offer, to ensure that all qualified students can afford an education here.

These efforts pay dividends for students after they graduate. Among recent graduating seniors, 77% said that for the upcoming year they either already had confirmed employment or had been accepted to graduate/professional school.

A robust network of support is crucial to help students achieve sustainable success now that leads to even greater successes later. Fortunately, that's exactly what we provide at NC State, which is why we've become the university of choice for high-performing students from across the nation and around the world.

“Being given this opportunity to succeed and be able to have help to succeed — that’s going to change my future.”

— Nataly Vazquez Perez, Extraordinary Opportunity Scholarship Initiative recipient

130,000+

**Donors to the Think and Do the
Extraordinary Campaign**

since the campaign's public launch in 2016

\$95M

**Raised Across Three
Day of Giving Events**

62%

**Increase in Total Scholarship
Funding Awarded Annually**

since 2011

101

New Endowed Professorships

since the campaign's public launch in 2016

1,400+

**New Scholarships
and Fellowships**

since the campaign's public launch in 2016

85%

**Increase in Number of
Annual Donors**

since 2011





Thanks to support from hundreds of alumni and other friends of the university, Fitts-Woolard Hall is the new headquarters for NC State's excellence in engineering. Demand for a degree from NC State's College of Engineering is skyrocketing: In the past 10 years, engineering undergraduate enrollment has grown by 22 percent, and graduate enrollment has more than doubled. The college's physical footprint is growing to meet this demand. Of Fitts-Woolard Hall's \$154 million construction budget, \$60 million is coming from private donations, including a generous \$25 million gift from engineering alumni Edward P. Fitts and Edgar S. Woolard.



NC State's
endowment has
grown 316%
since 2011

\$1.95B
endowment
as of June 30, 2021



A Decade of Donors Making an Impact

Over the past 10 years, NC State's culture of philanthropy has gained incredible momentum — translating into real-world impact throughout our university, the state of North Carolina and beyond.

For example, we set a goal for our endowment, which produces a steady stream of resources through periods of both stability and uncertainty, to reach \$1 billion by the 2018-19 fiscal year — and we far exceeded that goal while **more than tripling the endowment's value over the last 10 years**. This growth is the combined result of new gifts added to the endowment and strong investment performance.

With interest in supporting NC State on the rise, we publicly launched the **Think and Do the Extraordinary Campaign** in October 2016, announcing our ambitious plan to raise \$1.6 billion over five years. The response has been record-setting; three times during the campaign, the university has yielded its highest fiscal-year fundraising total up to that point. To date, **more than 130,000 donors have come together to contribute more than \$2 billion to the campaign**, pushing us far ahead of the campaign goal.

We have also seen tremendous growth in annual gifts, which help us address needs as they arise. Since 2011, **the rate of annual giving to NC State has nearly tripled, and the number of annual donors has grown by 85%**, from 20,918 to 38,827 as of this writing. In the 2020-21 academic year, gifts of under \$1,000 totaled more than \$5.6 million.

The creation of an annual NC State Day of Giving in 2019 has fueled our giving momentum. Support for the 24-hour event has increased yearly: \$13.7 million in 2019, \$23.2 million during 2020's rescheduled fall event and

\$58,103,657 in 2021 — **a national record for single-day giving in a university giving day event**.

The impact is already evident. Gifts to the immediate-use Extraordinary Opportunity Scholarship Initiative fund during 2020's rescheduled Day of Giving allowed 31 students to enter the spring 2021 semester with scholarships they would not otherwise have received.

Philanthropy is also helping us to ensure that once students arrive, they find the support they need. The **Student Emergency Fund**, which was created in 2018 to provide relief to students facing financial challenges that could hinder their education, the **Feed the Pack food pantry** and **Pack Meal Plan Scholarships** are part of our commitment that every student accepted to NC State can make the most of their extraordinary opportunity.

At the inception of our first strategic plan in 2011, we were in many ways a different university. Less than 10% of our faculty held endowed positions, and we had fewer than 300 scholarship funds. But we also had full confidence in our enormous potential.

Since the launch of our campaign, **donors have created 101 endowed professorships**, doubling the number of faculty members holding such positions. We have increased the total scholarship funding we award annually by 62% since 2011, and **we have tripled the number of students supported by those scholarships**, some of which benefit multiple scholars per year. And our physical footprint has become as bold as our ambitions.

With the philanthropic commitment of our alumni and friends, we continue to find new ways to think beyond boundaries and do the extraordinary.

"Think and Do — for me, that's about coming together to make something better. If you can't meet your basic needs, how can you focus on success? Supporting students and giving kids the opportunity to see what they're truly capable of, you're really changing the world."

— Kalysha Clark Wall '15, '17

Powerhouse Faculty Drive Innovation

What makes a great university? You need outstanding students, of course, as well as cutting-edge facilities and robust administrative support. But the fact remains that you can't have a great institution of higher education without great educators. That's why **the true powerhouse of NC State is our faculty.**

NC State is one of the top producers of Fulbright Scholars in the world, producing 26 in the past 10 years. In addition, 27 NC State faculty members have been named fellows of the American Academy for the Advancement of Science over the past decade, and 75 have earned CAREER awards from the National Science Foundation in the same time frame.

One of our greatest success stories is the **Chancellor's Faculty Excellence Program**, which created 20 interdisciplinary faculty clusters in areas ranging from regenerative medicine to data science to the digital transformation of education.

The clusters, led by some of NC State's most experienced researchers, have recruited and hired more than 80 new faculty members, including established and emerging leaders in their fields — all with a strong commitment to interdisciplinary collaboration. We supported the effort by updating labs, buying new equipment and allowing cluster hires to have an interdisciplinary tenure committee.

The investment in people and places has paid dividends in multiple ways: stimulating the creation of new academic programs, attracting top graduate students from around the world, generating partnerships with government and industry, and fostering a spirit of collaboration across the university's 10 colleges. In short, **NC State's cluster-hire program has dramatically changed the campus culture, while serving as a national model for interdisciplinary scholarship and collaboration.**

At the same time, we recognized that most faculty members continue work within traditional academic departments — teaching and conducting fundamental research in areas such as the social sciences, management, natural resources and textile engineering. When the university launched the cluster program, it invested in existing faculty at the department level through two new grant programs.

The **Chancellor's Innovation Fund** provides grants of up to \$50,000 to help commercialize research discoveries, giving projects a boost in their early stages, before they can attract private funding. The results have been dramatic. In the past decade, the Chancellor's Innovation Fund has awarded \$3.7 million to 57 projects, resulting in the creation of 27 startup companies and the execution of 52 commercialization agreements. Fund recipients have attracted an additional \$60 million in follow-on funding and have generated \$1.5 million in licensing revenue.

A second grant program, the **University Faculty Scholars** program, supports high-performing tenured and tenure-track faculty members with annual cash awards for five years. Since 2011, nearly 200 faculty members have leveraged the program to drive innovation in teaching and research across the university.

Generous donor support has also allowed the university to invest in our faculty by creating **100 new endowed professorships** since 2011, in areas ranging from geospatial analytics to quantum computing.

As NC State launches our next strategic plan, faculty excellence remains a focus at the university, and a key to strengthening its position as a leader in higher education. It's also the reason NC State is consistently recognized as a "best value" among colleges and universities, delivering an extraordinary educational experience that prepares students to meet the challenges of the future.

"Our collaborations have brought us a great deal of delight, especially when we see our students coming up with amazing ideas to solve complex problems in novel ways."

— Haig Khachatoorian, Professor Emeritus of Industrial Design



Top 1%

**of Universities
Worldwide**
Center for World
University Rankings

13

**Fellows of the
National Academy
of Inventors**

23

**Members of the
National Academies**

The Memorial Belltower

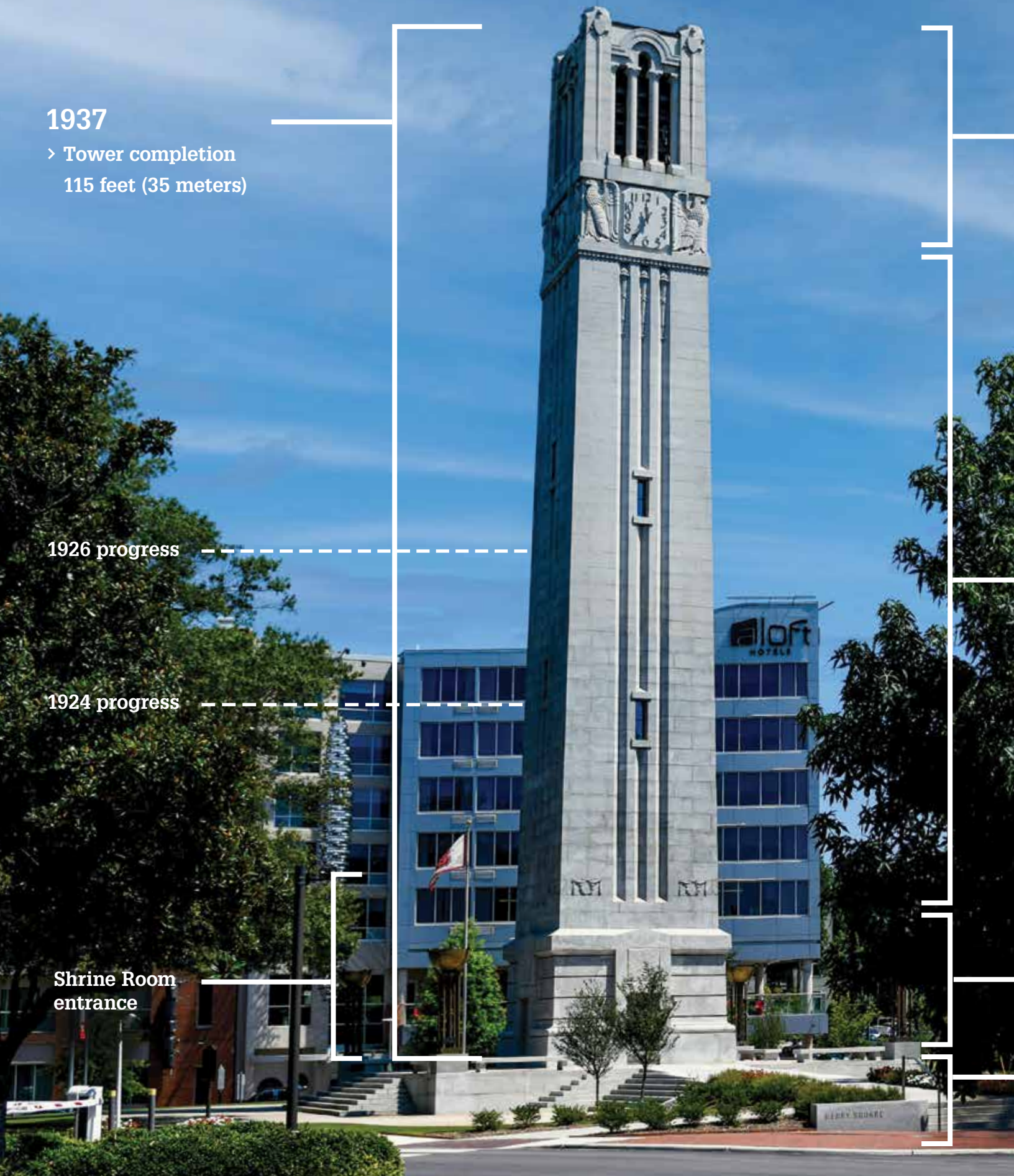
1937

- › Tower completion
115 feet (35 meters)

1926 progress

1924 progress

Shrine Room
entrance





2021

- › New clockworks
- › 55-bell carillon and clavier play cabin

The Memorial Belltower is a stately, dramatic landmark where students pose for photos before they graduate and where senior class rings spend the night before commencement ceremonies.

Until recently, the last significant enhancement to the tower was made in 1986, when a new carillon was dedicated in honor of Chancellor Carey Bostian and his wife, Neita.

Although the Belltower is made of granite, it still needs regular maintenance and repairs. Students launched a campaign in 2012 to raise money to purchase bells for the tower, eager to replace the speakers and sound system being used to play chimes. Five bells were bought as a result of the campaign.

In 2017, an extraordinary gift from Bill and Frances Henry of Gastonia started the process of making the full set of 55 bells a reality, along with a carillon and interior stairs as originally designed. The donation also provided Belltower renovation and repairs, as well as upgrades to the surrounding plaza, dedicated as Henry Square in 2021.

Today the Memorial Belltower stands proud, a graceful testament to the granite strength and timeless values of the Wolfpack.

2021

- › Interior stair installation

2021

- › Shrine room restoration

2021

- › New universally accessible plinth

2021

- › Cleaning and restoration
- › HVAC installation
- › New exterior lighting



Breaking Ground on a Brilliant Campus

Since 2011, NC State has matched our tremendous academic momentum with campuswide improvements that combine ingenious design with bold purpose to reflect our growing leadership among public research universities.

In 2015, the newly renovated **Talley Student Union** became our epicenter for student life. Following its first major update since opening in 1972, the 283,000-square-foot space is now one of the largest and busiest buildings on campus. There you'll find a bookstore, a 750-seat theater, restaurants and cafes, meeting and lounging spaces, and offices for student government and other organizations spanning five floors.

In 2020 students and faculty gained 92,000 square feet of brand-new recreation and fitness space with the opening of the **Wellness and Recreation Center**. The center added voluminous capacity and state-of-the-art features to Carmichael Gymnasium, including indoor and outdoor functional training areas, a climbing center with a bouldering cave, a teaching kitchen where users can take classes on nutrition and healthy cooking, and a multilevel turf sprint ramp.

Reynolds Coliseum, which has served as a home for Wolfpack athletics traditions since opening in 1949, underwent a \$35 million renovation in 2016. The upgrade installed air conditioning in the building for the first time, and the coliseum's three-story lobby now includes an NC State Walk of Fame and History featuring athletics memorabilia.

For a century, NC State's **Memorial Belltower** was missing something surprising: bells. A generous gift from Bill and Frances Henry enabled the university to finally complete the Belltower — including the installation of the full complement of 55 bells, a carillon and interior stairs as originally designed, along with a renovated plaza at the tower's base.

Completed in 2013, the award-winning **James B. Hunt Library** is one of the most technologically advanced libraries on the planet. It's also a cornerstone of our Centennial Campus, a public-private research campus that embodies the forward-looking spirit of NC State.

Step inside and you'll see a library like no other: brimming

with colorful and comfortable study spaces, high-tech teaching and visualization labs, and the bookBot, a robotic book delivery system that can store up to 2 million books in one-ninth the space of conventional shelving.

The \$115 million facility received the prestigious 2014 Stanford Prize for Innovation in Research Libraries, and it was named a "library of the future" by *Time* magazine.

Across campus at D.H. Hill Jr. Library, the new **Academic Success Center** is a one-stop shop providing free resources to help students thrive, including academic peer mentoring, writing support, tutoring, academic advising, career counseling and wellness coaching.

"A building is a building, but it's what happens inside that really has an impact on students."

— **Eric Hawkes, Executive Director, Wellness and Recreation**

In 2017, the renovated and expanded **Gregg Museum of Art & Design** enjoyed a grand reopening with the support of NC State donors, offering the community greater opportunities to delve into arts and culture.

NC State's campus isn't just a place for kindling ideas; it's also a place for bold action. The 2020 opening of the 225,000-square-foot **Fitts-Woolard Hall** strengthened the College of Engineering, which has seen graduate enrollment more than double in the past decade.

Slated to open in 2022, our **Plant Sciences Building** is set to establish North Carolina as the global hub for plant science discovery and innovation. The 185,000-square-foot facility will sit in the heart of Centennial Campus, building a bridge for bright minds in biomanufacturing, textiles and engineering.

From thriving student life to groundbreaking research outcomes, the effects of our campus's last decade of growth will reverberate for many years to come.

Mapping the Path Toward an Extraordinary Future

The past 10 years have been a remarkable time in NC State's history. Whether we've renovated iconic landmarks or unveiled futuristic facilities, recruited high-performing students or retained powerhouse faculty, formed innovative research partnerships or launched groundbreaking diversity initiatives, NC State has truly achieved the extraordinary.

Today, as we enter a new decade, the university — and the world at large — are again facing significant obstacles. The COVID-19 pandemic has posed considerable challenges to human health, educational opportunity, economic strength and social cohesion around the world. On a societal level, issues of racial inequity and civil unrest have rightly been thrust to the forefront of our collective consciousness.

But in true NC State form, **we choose to see these challenges as opportunities** — opportunities for us to lead, to think strategically, to infuse inclusion and equity into all we do, to become a more agile organization and to better serve our students, faculty, staff, partners and the people of the state of North Carolina.

This is the spirit in which we embarked upon our next strategic planning process. Work on the plan began at a strategic planning conference for faculty, staff and students in September 2019. Then the planning committee sponsored dozens of meetings, listening sessions and other opportunities for input from the campus community. That input was incorporated into a plan that the Board of Trustees approved in April 2021.

NC State's new strategic plan, **Wolfpack 2030: Powering the Extraordinary**, retains much of the focus of the previous plan, *The Pathway to the Future*. It maintains the university's commitment to student success, advanced research, strategic partnerships, community service and organizational excellence. And it breaks new ground, prioritizing efforts to ensure a healthy and inclusive campus culture and to prioritize NC State's reputation and visibility.

The plan's seven goals are:

- › **Empower students for a lifetime of success and impact.**
- › **Ensure preeminence in research, scholarship, innovation and collaboration.**
- › **Expand and advance our engagement with and service to North Carolina and beyond, defining the standard for a 21st-century land-grant university.**
- › **Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do.**
- › **Improve university effectiveness through transformative technologies, cutting-edge processes and actionable data.**
- › **Lead in developing innovative partnerships, entrepreneurial thinking and applied problem-solving.**
- › **Elevate the national and global reputation and visibility of NC State.**

Although the new strategic plan was drafted during a global health crisis and at a time of increasing concern about racism and inequity, **Wolfpack 2030 is decidedly optimistic**. Establishing diversity and inclusion as part of the university's vision and as a top-level goal in the plan will help elevate those issues, making them central to discussions of everything from budgeting and resource management to student success and employee engagement.

Wolfpack 2030: Powering the Extraordinary is a road map for the decade that matches lofty ideals with concrete goals. The plan builds upon past successes and focuses on areas where we need to improve so we can more effectively fulfill our mission: creating economic, intellectual and societal prosperity throughout the state, across the nation and around the world.



NC STATE
THINK AND DO