

**North Carolina State University
Board of Trustees
Strategic Planning Session
Wednesday, February 14, 2001**

WEDNESDAY, FEBRUARY 14

Members Present: Peaches Simpkins, Chair; Ann Goodnight, Suzanne Gordon, Flora Grantham, Ed Hood, Vernon Malone, Harold Pettigrew, Richard Robb, Richard Vaughn, H.E. "Butch" Wilson, Jr., and G. Smedes York.

Chair Peaches G. Simpkins called the Board of Trustees Strategic Planning Retreat to order at 12:30 p.m. and welcomed Trustees, Executive Officers, and Deans.

Chancellor Marye Anne Fox discussed the Retreat agenda, and reviewed the recommendations of the *Commission on the Future of NC State* as the University advances toward its goal to be among the top 25 public research universities.

Karen Helm, Director of University Planning and Analysis, reviewed benchmarking data and highlighted a number of performance indicators, including SAT scores of entering freshmen, diversity of the student body, student retention and graduation rates, and growth in research expenditures and endowments. She compared NC State with the 16 peer institutions identified for NC State by the University of North Carolina General Administration. Many of the measures are used to determine US News & World Report and other rankings. The Chancellor discussed the *Commission's* consensus that improvements in a number of key rankings would aid the University in being recognized as an international leader.

Chancellor Fox and Ms. Helm led a discussion of the University's comprehensive enrollment plan. The University developed a plan to increase total enrollment to 31,000 by 2010. In developing the plan, the University established guiding principles: increase racial and cultural diversity; increase graduate enrollment as a proportion of the total; increase the overall quality of incoming students, including freshmen, graduate students and transfer students; increase out-of-state enrollment to the limit established by the UNC Board of Governors as long as their performance matches or exceeds the performance of our native freshmen; increase community college transfer enrollment as long as their performance matches or exceeds the performance of our native students; continue serving the adult population, giving a higher priority to degree-seeking students; distribute enrollment across the disciplines in a way that will ensure access to NC State's unique programs while ensuring excellence in a comprehensive range of disciplines, consistent with the mission adopted by the Board two years ago. Enrollment growth also must be coupled with adequate growth in financial aid and facilities.

The enrollment plan was drafted by the Enrollment and Retention Planning Committee with significant input and discussions with the Deans and Executive Officers. Through continued planning, coordination, research, effective delivery of services, and efficient use of resources,
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State hopes to continue to serve its students and the people of North Carolina as a Research I, land-grant university.

Thomas Miller, Vice Provost for Distance Education and Learning Technology Applications (DELTA), discussed the opportunities distance education provides to serve the growing need for higher education in North Carolina. The benefits of distance education include: expanded and more flexible access; alleviation of capacity constraints; growth in graduate enrollments; capitalization on new market opportunities; and the ability to spark technology-enhanced learning in traditional academic programs. DELTA expects significant growth in NC State's distance education offerings, especially online courses.

Charles Leffler, Associate Vice Chancellor for Facilities, presented an update on the comprehensive plan for completion of the Higher Education Bond projects. NC State's bond projects include new buildings, building renovations, infrastructure projects, land acquisitions, and the restoration of funds previously returned to the state after Hurricane Floyd. He reported on the Implementation Schedule, Space Programming, Swing Plan Programming, Budget Management, Project Status, and Communication plan. Mr. Leffler noted the need to factor distance education and learning technologies into the enrollment plan as a way to meet demand without exceeding physical capacity.

Trustees attended small group presentations and reported to the full Board on the key points in each session.

- **Centennial Campus and Economic Development** with Charles Moreland, Interim Provost and Vice Chancellor for Research and Graduate Studies; George Worsley, Vice Chancellor for Finance and Business; and Bob Geolas, Interim Coordinator, Centennial Campus Development. The session included an update on building construction, including plans for residences and a hotel/conference center, and occupancy rates. The Trustees discussed concerns about the state budget. However, Centennial Campus, which includes every college and a corporate partner, is a diversified system.
- **Growing Need for Library Space** with Susan Nutter, Vice Provost and Director of NCSU Libraries. The Libraries are 43% over capacity, as determined by the UNC-General Administration study by Eva Klein. Trustees learned of the special needs for library buildings, and the need to provide both study space and book shelves. Several options discussed included building an additional site on Centennial Campus, and funding options. The group recommended that the next meeting of the Board (April 2001) be located in the D.H. Hill Library. The full Board agreed.

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- **Diversity in Today's Changing Climate** with Rupert Nacoste, Vice Provost for Diversity and African-American Affairs. Vice Provost Nacoste discussed the revitalized diversity movement on the campus. A primary aspect will be a dramatic increase in the diversity dialog and debate. The Vice Provost will facilitate and encourage the on-campus discussions about the contribution that diversity makes to the university. The group discussed the importance of diversity training at an early age, and the value to employers who hire NC State graduates. One way to accomplish this is to partner with corporations and promote diversity within the framework of co-op experiences and internships.

Upon completion of the small group reports, Chair Simpkins opened the floor for comments. Trustee Robb expressed the Board's appreciation to the Deans for their participation in the Strategic Planning Retreat, and invited their increased interaction with the Board.

With no further business to discuss, Chair Simpkins adjourned the meeting at 4:50 p.m.