The State of NC State

Strategic national, state, and local
1. Academic
2. Economic
3. and Political

factors impacting our institution and how we can address them.
Academic Factors Impacting Accomplishments of our Strategic Goals

Academic


2. Statewide - OBR: reduction in length of programs (~65 credit Hours), focus on student success

3. Local: learning outcomes desired (21st Century skills): communication, critical analysis, STEM, entrepreneurship, global/diversity awareness, teamwork…)

4. College:
   1. Board Ends Policies
   2. Student success: First Year Experience, assessment & program review, college policies and procedures
Economic Factors Impacting Accomplishments of our Strategic Goals

Economic (generate revenue, reduce cost)

1. Competition: encroachment on service area, online colleges, decreasing demographics
2. Balanced budget, up to 5% contingency, 10% in reserve (board policies)
3. Revenues:
   1. Enrollment: tuition ~ 55% of budget
   2. SSI: ~35% of budget (funding formula, no enrollment allocation, no stop-loss)
   3. Grants: (DOL $2.9M: equipment, training),
   4. Fundraising (IT infrastructure, Entrepreneurship, Conference Center, Scholarships)
4. Expenses
   1. Salaries and benefits: 70–80% of budget
   2. Facilities and shared services
      1. IT and roof fix-ups (Capital Budget)
      2. Boiler and chiller (energy plan)
State Share of Instruction (SSI) Funding Formula

1. Course completion – 50%
2. Success points – 25%
   1. Complete developmental math and enroll in college level math
   2. Complete developmental English and enroll in college level English
   3. Completing 12 credit-hours
   4. Completing 24 credit-hours
   5. Completing 36 credit-hours
SSI FUNDING FORMULA

3. Completion milestones – 25%
   1. Associate degree completion
   2. Certificate completion (30+ credit hours)
      1. Funded based on 50% of cost of associate degree
      2. Phased in as 33%, 67%, 100% over 2015, 2016, 2017)
      3. 100% for 1st certificate earned, 50% thereafter for same student
   3. Transfer after 12 credit hours

☐ Apply access categories weights to course completion and completion milestones (not success points)
   1. Adult, 25 years of age or older at time of enrollment
   2. Low income (Pell eligible)
   3. Minority
   4. Weights: course completion (15%); completion milestones (25% if student meets 1 category; 66% if 2 categories, 150% if 3 categories)
## Economic Factors Impacting Accomplishments of our Strategic Goals

<table>
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<tr>
<th></th>
<th>Difference in Head Count from previous year</th>
<th>Difference in credit hours from previous year</th>
<th>Missed revenues from previous year</th>
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<tr>
<td>Summer</td>
<td>-184</td>
<td>-2,742</td>
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<td>Fall</td>
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<td>Total</td>
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Political Factors Impacting Accomplishments of our Strategic Goals

Political


2. Climate at the State: OBR (more accountability through student success factors), administration (reducing tuition, 5%), legislators (OCOG, dual enrollment)

3. Local population/culture (declining demographics, value of higher education, higher cost vs. finding a job)

4. The critical need for partnerships (universities, community, business, government)
The Good News

1. Overall, our enrollment drop is not as bad as other colleges. Thanks for the hard work of so many people at this college.

2. To the fullest extent possible, we are committed to maintaining jobs and have no plan for reduction in force.

3. We have replaced and/or added people in strategic positions last year:
   1. Faculty: IT, Bioscience, Speech, Engineering (soon), Nursing (fall), 9 more faculty coordinators for academic leadership
   2. Staff: Foundation Executive Director, Student Services Dean, IT Director, Engineering Project Director, 4 Part-Time Division Administrative Assistants

4. Last year we were able to keep our people afloat by shifting dollars to cover health care adjustments for employees, and STRS for faculty (1%).

5. We shut down for couple weeks over the holidays and paid our employees for 2 working days, while taking the rest as vacation/personal.

6. We are getting better at understanding the necessity of and the need for teamwork, and how to be a part of a whole family.
7. We continue to work hard on enhancing efficiencies – Ex: CDC is on track to not lose money this year

8. We have been successful at getting additional resources to support student success, hire personnel and reduce drain on the budget:
   1. DOL grant - $2.9M to hire people and purchase engineering equipment and computers
   2. LPN to RN - $84K; Fulbright scholar in residence (pending)
   3. NSF (STEM and ATE); Great Lakes (>250K); Pioneer/Tech Prep ($4.5M) – Submitted
   4. Complete College America on student success training (with OSU) – received
   5. Choose Ohio First Scholarships

9. State Capital dollars received or expected to receive will further reduce drain on budget:
   1. Received ($650k for Kehoe bridge and pavement; and $850k for Health Sciences Bio and Chemistry Lab) to help improve the learning environment
   2. Additional dollars expected (pending legislative approval) in 2014-2015 to fix/improve our IT ($1.4M) and physical infrastructure (Kehoe Roof $375k). <Corning Glass Video>

10. Plan for this year
In conclusion

1. The answer to our challenges is very simple, student access and student success (two sides of the same coin):
   1. How are we helping students come to our college?
   2. How are we helping students complete at our college?

2. The challenge is in the implementation that requires a laser beam focus on execution.

3. Although we still have a long way to go, the state of our college is stronger. I am very confident that with teamwork, we can take it to a higher level.