Joint Board Meeting Luncheon

Wednesday, April 23, 2014
11:45 AM– 1:00 PM
University Club
CALS Plant Sciences Initiative

Steven A. Lomme

Associate Dean for Research, CALS
Director of the North Carolina Agricultural Research Service
William Neal Reynolds Distinguished Professor
Positioning us for the Future

Builds on CALS core strengths
• One of the strongest plant breeding programs in the U.S
• 2/3 of faculty are plant science related

RTP is heavily investing
• Significant re-investments in Syngenta, BASF, Bayer

Jobs will be plentiful
• New jobs in AG/LS disciplines up 40% since 2009
• 84% of new jobs in AG/LS will be in plant science fields

Diversity of AG/LS
• NC is 3rd most diversified AG state with
  >90 commodities
  >500 bioscience companies in RTP

No other University or geographic region has these assets.
We are uniquely positioned to be the World leaders in Plant Sciences
Vision for a Plant Sciences Facility

Create the Premier Plant Sciences Infrastructure in the U.S.

A world-class facility that will:

• Foster the spirit of **multi-disciplinary** research to solve global challenges
• Create unique **partnerships** among universities, industry & government
• Maximize efficiencies for **integrating our core missions** of research, teaching, and outreach programs
• Be the **premier destination** for plant sciences in the world
• Allow NC to have a **unique competitive advantage** locally to globally
• Leverage our unique assets to create the **Silicon Valley of Plant Sciences**
Purdue Discovery Park centers successfully allow multi-disciplinary groups to come together to respond to grand challenges.

- Established in 2001 (Lilly Endowment and state)
- 40 acre multidisciplinary research park
- $1B research and learning complex of 11 interdisciplinary centers, each filling a particular need.
- 1,000 faculty members
Plant Sciences Initiative  
Organizational Structure & Governance

- Project based affiliations of multi-disciplinary teams of faculty and other scientists addressing major plant issues
- Led by Director with re-occurring budget to drive and manage teams and projects
- Composed of ~30 Core plant sciences faculty, located in Plant Sciences Building (PSB)
- Unlimited numbers of internal or external faculty & collaborators can be part of a project but up to 30 can be located within the PSB
- Non-core faculty/collaborators occupy PSB based on the term of the project. When in PSB faculty do not vacate home laboratory.
- Organization and Governance Structure to be worked out by a faculty & stakeholder Plant Sciences Initiative Committee
- Operational Model is to have dynamic research teams coalesce into an enabling building to solve complex multi-disciplinary problems in the Plant Sciences
Hunt Library – Place Matters
Located on NC State Centennial Campus
Adjacent to BTEC
Our Aspiration

The Donald Danforth Plant Science Center
Vision for a Plant Sciences Facility

The Premier Plant Sciences Infrastructure in the Country

Proposed Key Features:

• Partnership with academia, industry & government
• Leasable corporate lab suites
• Classroom/Seminar space
• Faculty offices/research labs
  • 60-65 total research faculty
• Administrative suite
• BSL3 greenhouse on the roof
• BSL2 compliant connection to BTEC
• Additional glasshouses at Partners II
Where are we?

Funding
- $50K scoping funds have been provided
- Working to get planning money in the State Budget
- Fundraising
- Leasing/mortgage

Institute and Building Design & Governance
- Faculty Design & Scoping Committee formed and currently working with architect - Kling/Stubbins
- Faculty & Stakeholder Plant Sciences Initiative Committee to be formed in next several months
- Parallel Faculty & Stakeholder Building Design Committee will be formed after scoping committee completes its task
Why do this?

Address Grand Challenges
+ Builds on core excellence (research/teaching/outreach)
+ Job creation
+ Novel partnerships
+ Exceptional student experience
+ Meets growing needs of stakeholders

= Word Class Excellence
Joint Board Meeting Luncheon

Wednesday, April 23, 2014
11:45 AM – 1:00 PM
University Club
Ag Foundation Joint Boards of Directors Meeting

Academic Programs

April 23, 2014
Why Is It So Hard To Be Accepted at NC State?

• Increasing National & Global Reputation

• Doubling of Applications Over 20 Years

• Declines from a 70% Acceptance Rate 30 Years Ago to 46.7% in 2013

• Nearly 100 Pt Rise in SAT Scores in only 7 Years

• Variation in Program Popularity & Difficulty
Focusing solely on what you can potentially do better than any other organization is the only path to greatness.

Jim Collins, from Good to Great: Why Some Companies Make the Leap... and Others Don't
# NC Ag: A History of National Significance

| 1 | All Tobacco  |
|   | Flue-cured Tobacco |
|   | Sweet Potatoes |
| 2 | All Poultry & Egg Cash Receipts |
|   | Annual Pig Crop |
|   | Christmas Tree Cash Receipts |
|   | Hogs & Pigs |
|   | Trout Sold |
|   | Turkeys |
| 3 | Cucumbers: Processing |
|   | Cucumbers: Fresh Market |
| 4 | Broilers |
|   | Strawberries: Fresh Market |
|   | Tomatoes: Fresh Market |
|   | Upland Cotton |
| 5 | Bell Peppers |
|   | Burley Tobacco |
|   | Greenhouse/Nursery Cash Receipts |
|   | Peanuts |
|   | Squash |
| 6 | Cabbage: Fresh Market |
|   | Snap Beans: Fresh Market |
| 7 | Blueberries |
|   | Watermelons: Fresh Market |
| 8 | Livestock, Dairy & Poultry Cash Receipts |
| 9 | Chickens |
|   | Eggs |
| 10 | All Commodity Cash Receipts |
NC State Global Rankings

Nationally Ranked Bio & Ag Engineering Programs

US News Rankings
## QS Global Ag & Forestry Rankings

<table>
<thead>
<tr>
<th>Rank</th>
<th>Score</th>
<th>University</th>
<th>Rank</th>
<th>Score</th>
<th>University</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>98.2</td>
<td>UC-Davis</td>
<td>17</td>
<td>76.5</td>
<td>Minnesota</td>
</tr>
<tr>
<td>3</td>
<td>93.0</td>
<td>Cornell</td>
<td>21</td>
<td>75.3</td>
<td>Michigan State</td>
</tr>
<tr>
<td>4</td>
<td>86.2</td>
<td>Wisconsin</td>
<td>23</td>
<td>75.0</td>
<td>Florida</td>
</tr>
<tr>
<td>5</td>
<td>83.6</td>
<td>Iowa State</td>
<td>26</td>
<td>73.0</td>
<td>Colorado State</td>
</tr>
<tr>
<td>6</td>
<td>83.0</td>
<td>UC-Berkeley</td>
<td>28</td>
<td>72.5</td>
<td>Illinois</td>
</tr>
<tr>
<td>7</td>
<td>82.9</td>
<td>Oregon State</td>
<td>35</td>
<td>70.8</td>
<td>Yale</td>
</tr>
<tr>
<td>8</td>
<td>81.3</td>
<td>Purdue</td>
<td>38</td>
<td>70.4</td>
<td>Missouri</td>
</tr>
<tr>
<td>9</td>
<td>80.2</td>
<td>Texas A&amp;M</td>
<td>40</td>
<td>69.9</td>
<td>Maryland</td>
</tr>
<tr>
<td>10</td>
<td>79.1</td>
<td>Ohio State</td>
<td>45</td>
<td>68.5</td>
<td>Washington State</td>
</tr>
<tr>
<td>11</td>
<td>77.8</td>
<td>U-Mass, Amherst</td>
<td>47</td>
<td>68.1</td>
<td>UC-Riverside</td>
</tr>
<tr>
<td>14</td>
<td>77.4</td>
<td>NC State</td>
<td>49</td>
<td>67.8</td>
<td>Georgia</td>
</tr>
<tr>
<td>15</td>
<td>77.0</td>
<td>Penn State</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
UNC System SAT Scores: Fall 2012

The North Carolina SAT Report • 2013
2013 % Admission Rates

Admissions Difficulty = Very difficult

[Bar chart showing admission rates for UNC-CH, NCSU, UNC-W, UNC-C, ASU, UNC-A, UNC-P, and ECU, with UNC-P and ECU having the highest rates, followed by UNC-A, UNC-C, ASU, UNC-W, NCSU, and UNC-CH with the lowest rate.]
2013 % Admission Rates

Admissions Difficulty = Very difficult

- UNC-CH
- NCSU
- Clem
- Miss St
- Va Tech
- UT
- OK State
- Auburn

Petersons.com
Can Kids From Eastern NC Gain Admission?
Over 85% of NC Counties with $200+ Million in Ag Value are in the East
Eastern NC Demographics

- % NC Population: 28.7
- % CALS In-State Admits: 25.5

NC State UPA
HSGPA of Admitted Students: Fall 2014
SAT of Admitted Students: Fall 2014

BCH 1300
Biopro 1250
Ani Sci 1200
Agro Crop 1150
Ag Bus 1100
Po Sci 1100
Joint Board Meeting Luncheon

Wednesday, April 23, 2014
11:45 AM– 1:00 PM
University Club
Budget Reality

- Permanently lost $20M since 2000
- $16M lost in the last 4 years
- 90 county positions permanently lost
- 67 campus FTE lost
  - 11 tenure track
  - 14 Extension Associates
  - 43 SPA
NCCES
Visioning Initiative Goals

1. Define and focus on our most competitive and needed programs
2. Strengthen our impacts and value to citizens, the counties & North Carolina
3. Create financial flexibility to align resource priorities
4. Develop a staffing model that aligns to our new fiscal reality and provides competitive salaries and a better quality of life to our employees
Why Change Now?

- Economic environment – business model is no longer sustainable
- Seizing opportunity to be proactive in addressing long-term needs of N.C.
  - Refocus on core strengths
  - Identify what we can do best given the situation
  - Turning 100 = it’s time for a check-up
- Positioning Extension for another 100 years of success ("system update")
What Changes are Expected?

• Not yet in a position to share final changes

• Communication and transparency are key
  – We WILL keep you informed

• Stronger, optimized Extension will emerge!
  – Renewed focus on our mission and core
  – Better positioned to service North Carolina
  – Long-term sustainability & success
PEOPLE are our Priority

• People are our strongest asset
  – Emphasis will remain on relationships, service
• Commodity groups, County governments will remain essential partners
• Bolster employee satisfaction, improve growth opportunities & update resources
• Extension will continue to be there for our employees & partners across N.C.
Preliminary Themes in Programs

• Go back to our niche of Food, Agriculture and 4-H youth development
• Build **High Tech** and keep **High Touch**
• Create integrated **teams** around key commodities or issues
What’s Next?

• Share themes and get feedback from:
  – Vision Team
  – Key stakeholder groups
  – Dean and Chancellor

• Based on feedback consider:
  – Create action teams to flesh out different parts of the themes
    • E.g High Tech team: what hardware do agents and specialists need? What is the cost?

• Finalize our Plan of Action
Implementation of Final Plan

• When finalized, we’ll share clear & concise details with all employees
• Staggered timeline & rollout of any changes = no overnight transitions
• Expect final plan in June 2014
Resources & Materials

• Vision Initiative Website
  www.ces.ncsu.edu/vision-initiative
  – Comprehensive archive of initiative updates, presentations, events, materials, etc.

• Videos & Photos
  – Initiative introduction/overview
  – Listening Sessions
  – Progress updates

• Initiative Overview and Q&A Sheet
  – Available online (next slide)
Overview and Q&A Sheet

Strategic Vision & Planning Initiative 2013-2014

A Timeline of Progress

<table>
<thead>
<tr>
<th>Time Frame</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept.-Oct. 2013</td>
<td>Dr. Joe Zuhlsdorff, N.C. Cooperative Extension Service director, announced the vision for the initiative and executive summary.</td>
</tr>
</tbody>
</table>

Questions & Answers

Why is Extension reorganizing?

This effort is both reactive and proactive, but overall a positive opportunity. It’s essential to our economic realities, like permanent budget cuts of $22M since 2008, which have greatly impacted our operations. Our business model is no longer sustainable.

We’re also seizing a chance to be proactive in addressing the long-term needs of North Carolinians. We’re focusing on the core strengths of our organization and identifying what we can do best given the circumstances. It’s a “system update.”

What are the goals/objectives of this effort?

1. Focus our efforts on our core competencies and needed programs.
2. Strengthen our impact to the state and the counties.
3. Establish a financial buffer (not a reserve account) to reduce major impacts of future cuts.
4. Develop a staffing model that aligns to our new financial realities and provides competitive salaries and a better quality of life for our employees.

What is the “vision initiative”?

The initiative is a strategic planning effort aimed at optimizing our business model for long-term success and sustainability. We’re asking ourselves questions like: “Who are we?” “Who do we need to be?” and “How can we best operate in today’s dynamic business and cultural environment?” In doing so, we will better position ourselves for long-term success and sustainability.

Questions & Answers

As with any major planning and reorganization process, communication and transparency are key to success. People will have questions about the status and impact of the planning initiative—that’s only natural. Although we’re not in a position to share tangible change (there are several plans in progress), we want to address some common questions to alleviate any concerns and fears.

The N.C. Cooperative Extension Service is, has been, and always will be an organization that empowers people and change flows. We provide solutions across the state with knowledge and solutions to help strengthen families and communities.

Our strongest asset is our people and the relationships they forge and maintain. These priorities will remain the same. We’re excited and energized by the opportunities that lie ahead in our next century—positive change is on the horizon.
Latest Progress Update Video

http://youtu.be/nCDMKZPPUaQ
Questions???

www.ces.ncsu.edu/vision-initiative
Join Board Meeting Luncheon

Wednesday, April 23, 2014
11:45 AM – 1:00 PM
University Club