Richard Linton, Dean
College of Agriculture and Life Sciences
5-Year Leadership Review

Presentation resources available at:
go.nccsu.edu/LeadershipReview
Known Risks/Challenges (2012)

- No long-term Strategic Plan

- Formation of the College of Sciences
  
  Change in our faculty and staff (44 faculty to COS, 19 remain)

- A disconnect with “Agriculture” and “Life Sciences”

- Strained relationships and connections
  
  Meeting changing needs of stakeholders and partners
  Communications reduction in support - 26 FTEs to 3.75 FTEs

- Business operations function not optimal
  
  Business office reduction in support - ~50% reduction in FTEs

- Budgetary cuts and unfunded mandates – past/future

- HIRING AN OUTSIDE LEADER
*In FY15 CALS was required to fund within our existing resources: $2,253,237 to support Kannapolis
Note: Programmatic funding support is calculated using FY2009 recurring state appropriations as the baseline and is the result of budget reductions and program transfers.
Impacts to CALS Faculty & Staff (FTE)

Formation of COS

-11.2%

-22%

-21.8%

-16.3%

-32.3%
“Take my hand. Whatever’s on the other side has to be great.”
Examples of Our Success
Financial Challenges
Create New Possibilities

13M Appropriations - foundational program support
- State Appropriations
- Federal Appropriations

(22.4M) Competitive Grant Funding - program specific
- Federal Grants
- Stakeholder Grants

50% Fund-Raising Dollars - program specific
- Gifts
- Endowments

2-3X
Our Research Progress

What will it take to position us as Top 5 in the U.S.?

<table>
<thead>
<tr>
<th>Goal</th>
<th>2020 Metric</th>
<th>Progress</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsored Programs Awards</td>
<td>$75 million</td>
<td>$72 million last 2 years</td>
<td>On track</td>
</tr>
<tr>
<td>Sponsored Programs Awards/TT Faculty</td>
<td>$280,000</td>
<td>$263,000, last 2 years</td>
<td>On track</td>
</tr>
<tr>
<td>Peer Reviewed Publications/TT Faculty</td>
<td>3.2</td>
<td>3.5 (15-16)</td>
<td>Meeting goal</td>
</tr>
<tr>
<td>Graduate Students/TT Faculty</td>
<td>4</td>
<td>4.0, last 2 years</td>
<td>Meeting goal</td>
</tr>
<tr>
<td>Grant Expenditures/TT faculty</td>
<td>20% increase</td>
<td>$228,400</td>
<td>Meeting goal</td>
</tr>
</tbody>
</table>
CALS Sponsored Program Awards/TT Faculty

$ Thousands

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>11-12</td>
<td>224</td>
</tr>
<tr>
<td>12-13</td>
<td>175</td>
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<tr>
<td>13-14</td>
<td>213</td>
</tr>
<tr>
<td>14-15</td>
<td>266</td>
</tr>
<tr>
<td>15-16</td>
<td>260</td>
</tr>
</tbody>
</table>

2020 Goal
CALS Peer Reviewed Publications/TT Faculty

Goal: 3.5

Year

12-13 13-14 14-15 15-16

2.8 2.8 2.5 3.5
CALS Graduate Students/TT Faculty

2020 Goal

11-12  12-13  13-14  14-15  15-16

1  2  3  4  5
Grant Expenditures/TT Faculty (ALM)

By 2020: +20% from base year
(Represented by dashed lines)

$ Thousands

University

CALS

11-12 12-13 13-14 14-15 15-16

179.6 166.9 172.5 206.2 204.8 228.4

125 150 175 200 225 250
CALS Fund-Raising Activity

$ Millions

$85M (16/17 Projected)
61.2M (Current)
2020 Goal

11-12 12-13 13-14 14-15 15-16 16-17
25 28 34 57 40

$ Millions
25 35 45 55 65
Philanthropic Programmatic Support (>\$1M)

- \$45 million to support construction of the Plant Sciences Building
- \$10 million to name the Department of Poultry Science
- \$10 million to support 2 endowed Faculty Positions in Aquaculture
- \$9 million to support the Plant Sciences Initiative
- \$8 million to support Crop Science Agronomy Program
- \$7.2 million to support Horticulture Education and Research
- \$5 million to support Beef Cattle Research and Education
- \$4.5 million to support 4H and Student Scholarships
- \$4.2 million to support faculty endowments and Programmatic Support for BAE
- \$3 million for “Farm to Philanthropy” Student Leadership Program
- \$2 million to create and support the Warren Leadership Program
- \$2 million to support NC Peanut Breeding Program
- \$1.5 million 4-H Museum and Educational Center - Millstone 4-H camp
- \$1 million to create endowment for the NCSU Plant Breeding Program

\$113.4 Million
CALS Undergraduate Students

- Undergraduate
- AG Institute
- Non-Declared
- Total

Formation of COS

- 47%
- 44%
- 5%
- 2.8%
CALS Graduate Students

Formation of COS

11-12: 568 Masters, 434 PHD, 1,002 Total

12-13: 571 Masters, 451 PHD, 1,022 Total

13-14: 451 Masters, 370 PHD, 896 Total (-12%)

14-15: 387 Masters, 387 PHD, 986 Total

15-16: 378 Masters, 616 PHD, 994 Total (11%)

Legend:
- Masters
- PHD
- Total
Our Extension Impact

Extension delivers a wealth of trusted research-based programs, leveraging our leadership in experiential education to create economic, societal and intellectual prosperity for all North Carolinians.

$182 MILLION
Economic impact our people and programs generated in 2014.

Select Program Impacts

- Local Food Systems: $5.1M
- Profitable and Sustainable Agriculture: $130.1M
- Safety and Security in Food and Farm Systems: $7.6M
- Community Development: $3.4M
- Consumer and Urban Agriculture: $36.4M

139,333
K-12 youth participated in our 4-H in-school outreach programs.

MORE THAN 22,500
Citizen Advisors help coordinate our programming to better address local needs.
Extension’s Response to Hurricane Matthew

Hurricane Matthew Updates from NCDA&CS (10/19/16)

Written By Justin Moore (1 month ago)

This newsletter contains the daily situation reports from the State Emergency Operation Center for the Hurricane Matthew response. Please share this newsletter with other producers affected by the storm. To subscribe directly to this newsletter, please send an email to JoeWeb@ncagr.gov.

Updates
International Programs

The work of our faculty and partners extends far beyond North Carolina, delivering results all over the world.

176 of CALS faculty are engaged in international activities throughout the globe.

http://harvest.cals.ncsu.edu/applications/global_programs/faculty.cfm
NC State QS World University Overall Ranking for Agriculture & Forestry

U.S. Goal
International Goal

<table>
<thead>
<tr>
<th>Year</th>
<th>U.S. Rank</th>
<th>World Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>13</td>
<td>27</td>
</tr>
<tr>
<td>2016</td>
<td>13</td>
<td>23</td>
</tr>
</tbody>
</table>

U.S. Rank  World Rank
Guiding Principles

Vision

Partnerships

Bold Action

Faculty and Staff Development
Vision for Our Future
Listen, Learn. Then Think and Do.

> Two statewide listening and learning tours
  > 20+ External sessions
  > 3 Internal sessions
  > 1 External + Internal validation session

> Need a Strategic Plan – Reclaim our “Why”
  - Engaged Strategic Plan Committee – “Dream Big”
Our Core Aspirations

> Recognition as a top 10 agricultural and life sciences institution globally, top 5 in U.S.

> Increase interdisciplinary collaboration across our College and NC State – enhance research and stakeholder support.

> Strategically invest state and federal resources to align academic programs, research and extension with our purpose and core values.

> Hire and retain the best and brightest, adding MORE FACULTY, with greater DIVERSITY, in strategic positions throughout the College.
Power of Partnerships
College’s Focus on Partnerships

> Strengthening relationships
  - Synchronize with NCDA, NCFB, NC State Grange and agricultural/life science stakeholders
  - Explore new opportunities – together
  - Focus on what can we do to help N.C.

> Cultivate new partnerships
  - Better understand needs of life sciences community
  - Increase our value proposition to research partners

> Develop internal collaborations
Support for PSI World-Class Facility

2013 – Strategic Plan
cals.ncsu.edu/strategicplan

2014 – PSI Economic Study
ces.ncsu.edu/spotlight/plant-sciences-initiative/

2016 – $85M NC Connect Bond
cals.ncsu.edu/plant-sciences-initiative/

2016 – $144M

2016 – $45M Golden LEAF Grant
news.ncsu.edu/2016/08/our-shining-future/

$14M  $85M  $45M  $160M  $144M

Partnerships
Broad Stakeholder Support

- Carolina Feed Industry Association
- Corn Growers Association of NC
- FAIR Products
- Golden LEAF Foundation
- NC Ag & Life Sci. Research Foundation
- NC Agricultural Consultants Association
- NC Agricultural Foundation
- NC Blackland Farm Managers
- NC Blueberry Council, Inc.
- NC Cattlemen's Association
- NC Composting Council, Inc.
- NC Cotton Producers Association
- NC Dairy Foundation
- NC Farm Bureau
- NC Farm Credit Banks (3)
- NC Fisheries Association
- NC Forage & Grasslands Council
- NC Green Industry Council
- NC Herb Association
- NC Irrigation Society
- NC Nursery & Landscape Association
- NC Peach Growers Society
- NC Peanut Growers Association
- NC Pork Council
- NC Poultry Federation
- NC Small Grain Growers Association
- NC Soybean Producers Association
- NC State Grange
- NC State University
- NC Strawberry Association
- NC Sweet Potato Commission
- NC Tobacco Foundation, Inc.
- NC Tomato Growers Association
- NC Vegetable Growers Association
- NC Watermelon Association
- Tobacco Growers Association of NC
- U.S. Tobacco Cooperative, Inc.
- Weed Society of North Carolina

$14+ Million Raised – Planning Phase

Partnerships
Awareness of Who we are, Why we exist

> Ag Awareness Day
> Ag Day/CALS Tailgate
> Stewards of the Future Program
> CALS Partners Annual Meeting

AG Awareness Day 2015  
(N = >1000)

AG Day/CALS Tailgate 2016  
(N = >1300)

Stewards 2016  
(N = >350)
Vision Defines BIG IDEAS

- Food Manufacturing Initiative
- Plant Sciences Initiative
- Food Animal Products
- Student Access
- Leadership

2013 - 2020  CALS Strategic Plan

Bold Action
Plant Sciences Initiative

Become the world leader in interdisciplinary plant research.

NC State has teamed with the N.C. Dept of Agriculture and Consumer Services the Golden LEAF Foundation, commodity and corporate partners to implement the Plant Sciences Initiative. Here’s why this project is so important to our university, our state, the nation and the world:

The world must double food production in 35 years to feed a population estimated at nine billion. Sustainable plant production is the key to achieving this challenge.

Over the next 25 years of U.S. agricultural jobs are projected to be in the plant sciences disciplines. Agribusiness is the number one sector in the state’s economy. It’s projected to exceed $100 billion before 2020.
Food Manufacturing Initiative

Translate our state’s farm output into products for consumers.

North Carolina’s highly diverse variety of crops, livestock, soils and climate make it an ideal location to process and manufacture food goods. NC State’s research and tech transfer strength will be instrumental in making this possible.

North Carolina’s General Assembly funded this initiative to expand agriculture’s economic impact in our state to $100 billion by 2025 – a 22% gain.

- Take the products of North Carolina’s number one industry
- Add research and technology from its largest university
- Transfer that knowledge to commercial endeavors
- Create jobs, new products and a manufacturing economy

Bold Action
Food Animal Initiative

Establish North Carolina as the food animal biosciences leader.

The Academy for Global Food Animal Biosciences
An interdisciplinary effort where colleges at NC State, other landgrant universities, government and industry will all partner to bring new ideas to market faster. An academy specifically designed to propel NC State to global leadership in the food animal sciences.

NC State already has many facilities with skilled personnel improving the state’s food animal economy.

14 Dairy and Beef Facilities
Providing uniform genetics, health record-keeping in diverse locations among others.

5 Poultry Facilities
Chicken, turkey, feed mill and waste management units. Free-range and layer program.

4 Pork Facilities
Specialized units for genetics, sustainability and biosecurity.

3 Aquaculture Facilities
Fresh and saltwater research focused on our evolving resources.

3 Ruminant Facilities
Goats, sheep and alpaca research to meet growing global needs.

N.C. is 2nd in U.S. poultry, turkey, pork and trout production.
Leadership Initiative

Build the next generation of North Carolina’s ag leadership.

The ability to lead, influence implementation of new technologies and to create public policy will determine whether our world is well-nourished or not. CALS leadership programs prepare leaders to create social and economic prosperity.

Faculty and Staff:
CALS Proud, Dept Head Retreats, FSLI, Aspiring CED/DED Training, New Faculty Training

Pre-College:
4-H, FFA, JUNTOS, IFAL

At College:
AEE Leadership Minor, Agri-Life Council, CALS Ambassadors, Doris Duke Scholars, Greek Life
There’s more than one path to CALS

**Freshman Admission** at Fall Semester – or in Spring with an agricultural gap experience.

**NC State’s Agricultural Institute (AGI)** Get a two-year Associate Degree – or transfer to four-year program.

**CALS’ STEAM Program** Guaranteed admission upon completing all STEAM requirements at a CALS summer session and a N.C. community college.

**Community College Partnership Program** Gain admission to CALS in a structured 1+3 or 2+2 program; with a partner N.C. community college.

**CALS’ ASPIRE Program** Designed to bridge ACT deficits for rural students, this includes 30 hours of ACT instruction, study manual, practice ACT questions and exams, and score analysis.

44% of all applicants were accepted to NC State in 2016

40% of all applicants were from rural North Carolina

Bold Action
College Innovation and Efficiency

Create a framework that provides Department Heads, Center Directors, and Interdisciplinary Program Leaders the opportunity to respond to:

> How can we work more closely together, across disciplines?

> How can we unify efforts and desires among common disciplines, around a common purpose?

> How can we best determine strategic hires and investments needed to be a more successful college?

Purpose-driven | System-focused
Opportunity-oriented | Collaboration-based

Bold Action
“Systematic” Approach

Collaborative, consensus-driven recommendations for system and College investments/initiatives

System-level Functions
- Leadership: Assoc. Dean and Center/Head
- Strategic Hiring by Enhanced Communication
- Opportunity Generation and Prioritization

Department/Center/Program Functions
- Budget Management
- Faculty Reappointment, Promotion and Tenure

Bold Action
Extension Programmatic Re-Organization

Focusing resources where they are most needed, best equipped to provide solutions and can make the greatest impacts on the state’s communities and economy.

> Identify Core Programs Areas:
  
  **Agriculture, Food, 4-H Youth Development**

> Bolster Communications, Branding and Marketing

> Optimize Service and Impact Across the State

> **New Leadership – Dr. Rich Bonanno**
Supporting our Faculty and Staff
“New” CALS Business Office

> **2013**
  - Outside Consultant - Strategic plan business services
  - New structure and new leadership needed

> **Today – Better...but still a work in progress**
  - Better communications and responsiveness
  - Customer service focused
  - Improved processes
  - Effective leadership, new hires

> **New Leadership – Joyce Munro**
Creation of a Proposal Development Unit

FY2016 (July 1, 2015 - June 30, 2016)

Overview of Proposal Activity by # and Value

<table>
<thead>
<tr>
<th>Category</th>
<th>#</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposals Assisted</td>
<td>17</td>
<td>$30,767,432</td>
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<tr>
<td>Proposals Funded</td>
<td>7</td>
<td>$19,653,103</td>
</tr>
<tr>
<td>Submitted/Pending</td>
<td>2</td>
<td>$1,020,363</td>
</tr>
<tr>
<td>CALS Faculty Assisted</td>
<td>11</td>
<td>n/a</td>
</tr>
</tbody>
</table>

Proposals Assisted by Discipline

- Research: 8
- Extension/Res.: 7
- Training/Acad.: 2

# Proposals by Funding Agency

- USDA, 10, F-4, NF-4, P-2 (1 NF, PDU)
- DOE, NF-1 (PDU)
- NCSU, NF-1 (GRIP)
- FFAR F-1
- FDA, NF-1
- Gates, F-1
- NSF, F-1, NF-1

# Proposals by Department

- AHS, P-1
- AS, NF-1
- App Ecol, F-1
- CSS, P-1, NF-1
- Ent & PP, F-4, NF-2
- FBNS, NF-1
- Hort, NF-2
- PMB, F-3

F=Funded, NF=NonFunded, P=Submitted & Pending Decision, PDU=Collaborated with NSCU PDU

Faculty and Staff Development
Programs: Fostering Interdisciplinary Activity

> Dean’s Enrichment Grants Program
  - Partnership driven (50% match) – VT, CVM, CNR
  - Integration of missions
  - Strategic plan focused

> Open Fields (CALS Innovation) Fund
  - New “donor-funded” program directed by faculty
  - Four-step funding process
    1. Imagination Funding
    2. Concept Funding
    3. Innovation and Development Fund
    4. Seed Fund
Faculty Hiring: Fostering Interdisciplinary Activity

> CALS/Provost strategic hires
  - Partnership of CALS and Provost Office
  - 40 Faculty in 4 years

> Chancellor’s cluster hires
## CALS/Provost Strategic Hires

**May 2016 (1st Round: 40 hires in 4 years)**

<table>
<thead>
<tr>
<th>Animal System</th>
<th>Department Head, Prestige Poultry Science</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal Well Being</td>
<td>Prestige Poultry Science (lead) &amp; Animal Science*</td>
</tr>
<tr>
<td>Extension Swine Specialist</td>
<td>Animal Science</td>
</tr>
<tr>
<td>Endocrinology</td>
<td>Animal Science</td>
</tr>
<tr>
<td>Urban Ecologist</td>
<td>Applied Ecology</td>
</tr>
<tr>
<td>Department Head, Prestige Poultry Science</td>
<td>Prestige Poultry Science</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Human and Resource Systems</th>
<th>Department Head, Ag Resource Econ.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture Teacher Education</td>
<td>Agricultural and Human Sciences</td>
</tr>
<tr>
<td>Grain Production and Supply Chain Mgmt</td>
<td>Ag Resource Economics*</td>
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<tr>
<td>Department Head, Ag Resource Econ.</td>
<td>Ag Resource Economics</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Food, Biochemical and Engineered Systems</th>
<th>Department Head, Biological and Agriculture Ag Engineering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Precision Ag</td>
<td>Biol. Agricultural Engineering*</td>
</tr>
<tr>
<td>CAPPS, Engineering</td>
<td>CAPPS/Food, Bioprocess., Nutrition Sciences</td>
</tr>
<tr>
<td>Plant Abiotic Stress Metabolic Responses</td>
<td>Biochemistry*</td>
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<tr>
<td>Department Head, Biochemistry</td>
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</tr>
<tr>
<td>Department Head, Biological and Agriculture Ag Engineering</td>
<td>Biological and Agriculture Ag Engineering</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Plants, Insects, Microbes and Soil Systems</th>
<th>Department Head, Crop Science and Entomology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Fruit Extension</td>
<td>Horticultural Science</td>
</tr>
<tr>
<td>Translational Genomics and Gene Editing</td>
<td>Horticultural Science</td>
</tr>
<tr>
<td>Biochemical Interactome</td>
<td>CIFR/Entomology &amp; Plant Pathology</td>
</tr>
<tr>
<td>Precision Pest Ecology</td>
<td>Entomology &amp; Plant Pathology</td>
</tr>
<tr>
<td>Soil Management</td>
<td>CEFS/ Crop, Soil, Environmental</td>
</tr>
<tr>
<td>Rhizosphere</td>
<td>Crop, Soil, Environmental</td>
</tr>
<tr>
<td>Weed Ecology/Biology</td>
<td>Weed/Crop, Soil, Environmental</td>
</tr>
<tr>
<td>Evolutionary Ecology and Plant Adaptation</td>
<td>Plant and Microbial Biology</td>
</tr>
</tbody>
</table>
Chancellor's Faculty Excellence Program

- Bioinformatics
  - Data-driven Science
  - Digital Transformation of Education
  - Environmental Health Science
  - Forensic Sciences
- Genetic Engineering and Society
- Geospatial Analytics
- Global Environmental Change and Human Well-Being
  - Innovation + Design
  - Personalized Medicine
- Synthetic and Systems Biology
  - Translational Regenerative Medicine
  - Carbon Electronics
- Emerging Plant Disease & Global Food Security
- Global Water, Sanitation and Hygiene
- Leadership in Public Science
- Microbiomes and Complex Microbial Communities
- Modeling the Living Embryo
- Sustainable Energy Systems and Policy
- Visual Narrative
Examples of Impactful, Interdisciplinary Work

$12.4M  G. Craig Yencho  Gates  Global Sweet Potatoes Breeding
$9.16M Jim Walgenbach  USDA/NIFA  Stink Bug Interventions
$6.7M Hannah Burrack  USDA/NIFA  Spotted Winged Drosophila
$3.27M Frank J. Louws  USDA/NIFA  Vegetable Production, Grafting
$2.2M Linda Hanley-Bowdoin  NSF  Plant DNA viruses
$1.45M Steve Washburn  USDA-NIFA  Organic Dairy practices

Faculty and Staff Development
A Few of Our Award Winning Faculty

2015 World's Most Influential Scientific Minds and Thomson Reuters Highlight Cited Researcher

Jose Alonso

World Food Prize
Maria Andrade and Robert Mwanga

Gairdner and Warren Alpert
Rodolphe Barrangou

Outstanding International Horticulturist
Julia Kornegay

USDA National Honor Award
David Marshall

National Academy of Engineering
Ken Swartzel

American Phytopathology Society Excellence in International Agriculture
Jean Ristano
Faculty/Staff Leadership Programs

Staff Leadership

- Welcome to the Pack (60)
- CALS Proud I (156)
- CALS Proud II (44)

Program Objectives:
- Build Community
- Build Trust
- Build Accountability
- Build Networks
- Build Values

Faculty Leadership

- Lead 21 (2-3/year)
- FSLI (2-3/year)
- Ace Fellows (1/year)
- CALS Proud Faculty
  - Faculty hired last 3 years
We are hiring AMAZING faculty!
CALS Communication

College of Agriculture and Life Sciences

> University reinvestment
> Strategic communication and thoughtful messaging
> New Leadership – Richard Campbell
Diversity Office and Inclusion

A strong investment and commitment has been made to support and enhance diversity in the college. Newly created programs include:

- Diversity Council
- Food for Thought Lunch and Learn
- CALS Student Club Diversity Mini-Grant Award
- Dean’s Graduate Research Assistantship
- Dean’s Postdoctoral Fellows Program
Facility Renovations

$3M Investment

Faculty and Staff Development
Our Path Forward

Key Initiatives:
- Student Access
- N.C. PSI
- Food Manufacturing
- Food Animal
- Leadership

Principles:
- Vision
- Partnerships
- Bold Action
- Faculty and Staff Development

New Big Ideas
CALS Priorities
Our Future – The Next 5 Years

The Good Stuff!

> Incredible base of faculty, staff and students

> Strong Momentum
  - Strong and growing research program
  - Large Extension network that is purpose-driven
  - Students with job opportunities
  - Relevance in N.C., the nation and the world
  - Hiring new faculty
  - Brought in strong leadership
  - Doing BIG and extraordinary things

> Strong Partnership Network
  - Doing things together that can’t be done alone
Equation for Success

- Embrace the Land Grant Mission
- Strategically and Purposefully Move Forward
- Hire Exceptional People (Human Talent)
- Enhance and Create Partnerships and Collaboration
- Do Big and Extraordinary Things
- Use Resources Wisely to Invest in our Future

BETTER, STRONGER COLLEGE
Future Growth

> Revisit our strategic plan – how are we doing?
  - What will it really take to be Top 5 in the U.S.?

> Address infrastructure needs
  - Better support for faculty and staff
  - Continue to grow business office efficiency, communications
  - Facilities (R&R)

> International presence
  - How do we balance N.C. stakeholder needs with national/international opportunities?
Future Growth

> How can we build out better on-campus collaborations to make NC State better?

> How can we do a better job at showing our value?
  - More students interested in fields of Ag and Life Sciences
  - Enhanced financial support from the state
  - More public interest in the work we do

> Build on this momentum
  - Continue to “Dream BIG”
  - Bring more students to the table
  - Listen to our stakeholders and build what N.C. needs!