A compassionate world in which textiles enhance sustainability and quality of life for all
Dean David Hinks | Five Year Review | October 23, 2020
What is the role of a dean?

Accountable for:

Internal
- Culture
- Vision, Strategic Plan development and implementation
  - Alignment with university strategy
- Resource oversight and effectiveness
- Risk management

External
- Resource generation
- Grow our global reputation and brand
- Stakeholder relations and leveraging partnerships
  - NC Textile Foundation
  - Alumni and friends
  - Government and industry
  - Academic and non-profit
Our Ongoing Culture and Strategy Journey

1. Deepen our understanding of culture and strategy challenges to take next steps that lead to a continually better place

2. Bring the college together to create a compassionate culture shaped by a compelling vision, mission and strategy

3. Develop sustainable funding sources to realize our vision

Our culture work never ends: we are on this journey together.
Key accomplishments and impact

By the numbers

- Record enrollment in Ph.D. and M.S. students
- Record # of faculty members in our history
- Enhanced diversity
  - Equal # female faculty for the first time
  - Two female distinguished professors
  - Record # of female full professors
  - Record # of underrepresented minority faculty
  - Equal or majority female students in all majors
- Student success
  - Highest retention and graduation rates in our history (during last 5 yrs)
  - Far higher than national average career success
- Raised > $52 million in donor support since 2015
- The second named college at NC State
Key accomplishments and impact

Honors

- O. Max Gardner Award: Behnam Pourdeyhimi (‘15)
- UNC Board of Governors Award for Excellence in Teaching: Jeff Joines (‘15-‘16), Melissa Pasquinelli (‘17-‘18)
- Holladay Medal: Roger Barker (‘15), Harold Freeman (‘16), Behnam Pourdeyhimi (‘18), Abdel-Fattah Seyam (‘18)
- Jefferson Fellow: Warren Jasper (‘20-‘21)
- Matthews Medal: Justin Rigdon (‘17)
- Lulu e-games grand prize winner: Ritika Shamdasani, FTM sophomore (‘20)
- Chancellor’s Innovation Award: Tushar Ghosh (‘15), Jesse Jur (‘14), Andre West (‘17)
- Equity for Women Award: Koni Chatterjee (‘20), Delisha Hinton (‘20)
- NC State Chancellor’s Creating Community Award (‘20)
A Culture-Driven Strategy: Our Revised Strategic Framework 2020-2023

Our Values: Compassion | Equity | Collaboration | Innovation | Sustainability

A New Baseline
The College of Textiles formally launched a revised strategic plan 2016-2020

2015
Interim Dean

2016
Ellen Rohde Women in Leadership Initiative
Student development initiative Career Management, Entrepreneurism, Community Involvement, Professional development grants.

STEMM Equality Conference
Addressing the intersectionality of equality, diversity and inclusion in STEMM globally through policy, practice and collaboration.

2017

2018
Launched Culture Initiative: Enhancing Communication, Collaboration and Community.

Ellen Rohde Women in Leadership Speaker Series Dr. Pamela McCauley

UNC System Employee Engagement Survey
37% Response Rate

2019
Naming of the Wilson College of Textiles

2020
Launch of Culture Charter and Revised Strategic Plan

First Associate Dean for Academic Programs, Diversity, Equity and Inclusion Dr. Pamela McCauley

NC STATE UNIVERSITY Wilson College of Textiles
Culture Charter

Our Leaders:

Leadership and Collaboration
- Lead on strategy, vision and culture
- Listen and communicate with empathy and openness
- Approach problems collaboratively and aligned with our values
- Make evidence-based, equitable, transparent and timely decisions

Culture, Equity and Compassion
- Act to expand equity for underrepresented /marginalized groups
- Deconstruct inequity
- Invest in all members equitably to support their full potential

Professional Development
- Demonstrate accountability for personal learning and growth
- Ensure opportunities for learning and growth for all
- Respect boundaries, capacities & contributions of others

Our Community Members:

Culture, Equity and Compassion
- Advocate for underrepresented and marginalized peers
- Identify challenges and advocate for solutions to inequity
- Advocate for leadership accountability
- Listen and communicate with empathy and openness

Collaboration
- Support leadership in making decisions by sharing contributions, expertise and perspectives
- Share resources (funds, space, expertise, tools, etc.), opportunities and ideas to support the success of strategic and cultural goals
- Solve problems collaboratively and aligned with our values
- Support others in articulating their boundaries / contributions

Professional Development
- Demonstrate accountability for personal learning and growth
- Advocate for themselves and peers seeking opportunities for learning and growth
UNC Employee Engagement Survey (EES) Response Rates

- 2020: #2
- 2018: #11
Change in % Most Favorable Ratings (2020 vs. 2018)

- Overall Survey
- Communication
- Job Satisfaction/Support
- Collaboration
- Policies, Resources and Efficiency
- Supervisors/Department Chairs
- Fairness
- Respect and Appreciation
- Compensation, Benefits, Work/Life Balance
- Pride
- Professional Development
- Shared Governance
- Teaching Environment
- Facilities
- Senior Leadership
## UNC EES: Selected Points of Pride / Improvement

<table>
<thead>
<tr>
<th>Job Satisfaction / Communication</th>
<th>NC State 2020</th>
<th>Wilson College 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching is appropriately recognized in the evaluation and promotion process.</td>
<td>58%</td>
<td>63% (¹) 53%</td>
</tr>
<tr>
<td>In my department, we communicate openly about issues that impact each other’s work.</td>
<td>60%</td>
<td>63% (¹) 43%</td>
</tr>
<tr>
<td>I am given the responsibility and freedom to do my job.</td>
<td>83%</td>
<td>88% (²) 80%</td>
</tr>
<tr>
<td>I am regularly recognized for my contributions.</td>
<td>51%</td>
<td>55% (²) 46%</td>
</tr>
<tr>
<td>We have opportunities to contribute to important decisions in my department.</td>
<td>58%</td>
<td>68% (³) 53%</td>
</tr>
<tr>
<td>Promotions in my department are based on a person’s ability.</td>
<td>47%</td>
<td>54% (³) 37%</td>
</tr>
</tbody>
</table>
## UNC EES: Selected Points of Pride / Improvement

<table>
<thead>
<tr>
<th>Collaboration and Shared Governance</th>
<th>NC State 2020</th>
<th>Wilson College 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have a good relationship with my supervisor / department chair.</td>
<td>83%</td>
<td>82%</td>
</tr>
<tr>
<td>I can speak up or challenge a traditional way of doing something without fear of harming my career.</td>
<td>62%</td>
<td>63%</td>
</tr>
<tr>
<td>I can count on people to cooperate across departments.</td>
<td>56%</td>
<td>48%</td>
</tr>
</tbody>
</table>
## UNC EES: Selected Points of Pride / Improvement

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<th>NC State 2020</th>
<th>Wilson College 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior leadership shows a genuine interest in the well-being of faculty, administration and staff.</td>
<td>61%</td>
<td>56%</td>
</tr>
<tr>
<td>This institution’s policies and practices give me the flexibility to manage my work and personal life.</td>
<td>73%</td>
<td>71%</td>
</tr>
<tr>
<td>My supervisor / department chair supports my efforts to balance my work and personal life.</td>
<td>82%</td>
<td>82%</td>
</tr>
<tr>
<td>Overall my department is a good place to work.</td>
<td>78%</td>
<td>78%</td>
</tr>
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</table>

Senior leadership shows a genuine interest in the well-being of faculty, administration and staff. This institution’s policies and practices give me the flexibility to manage my work and personal life. My supervisor / department chair supports my efforts to balance my work and personal life. Overall my department is a good place to work.
Our Wilson Wolfpack

Note: Collage made using available directory photos
Wilson College Merit Award and On the Spot Winners

Note: Collage made using available directory photos
Student Success
Graduate Student Enrollment

- Masters
- Ph.D.
- Total

Strongest 3+X master’s program
Total Enrollment

Equal or majority females in all programs
Fall 2020 Undergraduate Students | NC

- **Tier 1**
  - 25 students (3.4%)

- **Tier 2**
  - 111 students (15.3%)

- **Tier 3**
  - 590 students (81.3%)
Research and Scholarship
Wilson College Research Opportunity Seed Fund Program

2016-2017
1. Wei Gao and Eunkyoung Shim: Stretchable Electronics for Sensing and Energy Storage
2. Lisa Chapman, Emiel DenHartog, Don Thompson: Advanced Antimicrobial Knit Base Layers

2017-2018
1. Sonja Salmon, Wei Gao: Biocatalytic Textiles for CO2 Capture
2. Minyoung Suh, Jacob James Adams: Advanced Antimicrobial Knit Base Layers

Directly led to >$1.1 million in external funding

2018-2019
1. Anne Porterfield, Katherine Annett-Hitchcock, Timothy Buie: Creation of 3D avatars for people with disabilities to be used in 3D apparel simulation
2. Kavita Mathur, Nathalie Lavoine: Inherent thermo-responsive fabrics

2019-2020
1. Januka Budhathoki-Uprety, Jessica M. Gluck: Developing sensor-integrated polymeric scaffolds and investigating their biocompatibility for ocular tissue engineering
Research Proposals and Awards by Length of Tenure (Average for FY13 - FY20)

Awards

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Awards (in M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 5 Years</td>
<td>$0.73</td>
</tr>
<tr>
<td>5-10 Years</td>
<td>$2.31</td>
</tr>
<tr>
<td>10-15 Years</td>
<td>$2.53</td>
</tr>
<tr>
<td>15-20 Years</td>
<td>$1.05</td>
</tr>
<tr>
<td>20-25 Years</td>
<td>$0.61</td>
</tr>
<tr>
<td>25-30 Years</td>
<td>$0.34</td>
</tr>
<tr>
<td>30-35 Years</td>
<td>$0.22</td>
</tr>
<tr>
<td>35-40 Years</td>
<td>$0.05</td>
</tr>
</tbody>
</table>
Unit State Budget Allocations

- TECS: +15%
- TATM: +20%
- Dean's Office: -18%
- ACSS: +16%
- ZTE: -18%

$ in M

FY17  FY18  FY19  FY20  FY21
Zeis Textiles
Extension

- $300K - $600K in free internal lab support to
  - Academic programs
  - Research and scholarship

- > 400 industry partners (tech service and education)

- Fund graduate students (advised by faculty)
ZTE Partnerships

Techtextil named NC State as its first academic partner in 2019 and selected Raleigh as conference venue.

Techtextil saw 52% growth in participation over 2017, bringing 3,185 attendees to NC, the heart of textile manufacturing.

~1,800 attendees received training on PPE manufacturing over 9 weeks thanks to Wilson College experts and a partnership with non-profits (IFAI, SEAMS, SPESA and IPC).
Zeis Textiles Extension: Economic Impact

- FY16: $13.0
- FY17: $60.8
- FY18: $65.6
- FY19: $56.9
- FY20: $125.0

$ in M
Recent Textiles Economic Development in the State of NC

**Everest Textile USA (Taiwan)**
- 610 new jobs
- $18M investment

**Fibertex (Denmark)**
- 145 employees
- $60M investment

**MAS Holdings (Sri Lanka)**
- 133 new jobs, 227 retained jobs
- $20M investment

**Hansae (South Korea)**
- 10 new jobs
- $2M investment

**Metyx Group (Turkey)**
- 200 new jobs
- $12M investment
Raising Non-State Funds

The Think and Do the Extraordinary Campaign

- The 2nd named college at NC State
  - Ensuring our existence in perpetuity
- >$52 million in support FY15 to date
- Expanded our donor base by 200%
  - 916 donors from ~10K alumni
  - Including 40% Wilson College community
- Launched the Textiles Pioneers Scholarship
  - >$5 million raised in 2 years
NC Textile Foundation Board of Directors

Elizabeth “Cres” Calabrese ‘85
Piedmont Chemical

Rick Elmore ‘92
Hanesbrands Inc.

Charles Flynt Jr. ’65
Flynt Amtex, Inc.

Charles Heilig
Parkdale Mills Inc.

David Hinks
Wilson College of Textiles

Wesley Home
Hornwood Inc.

Ty Huggins
Goldman Sachs

Elaine Hughes
E.A. Hughes & Co.

Amy Isenhour
Unifi Manufacturing

Leib Oehmig
Glen Raven, Inc.

George Ragsdale ’99
The Wrennovation Companies

Ellen Rohde
The ELR Group, LLC

Karen Stuckey
Walmart

Brendan Sullivan
NC Textile Foundation

Michael Ward
Nancy Webster LLC

* Not pictured; Matt Griffith, Piedmont Resins Supply
Endowed Faculty

Roger Barker
Burlington
Tushar Ghosh
Klopman
Blan Godfrey
Moore
David Hinks
Cone Mills
Cindy Istook
Cornelson
Ellie Jin
Myers

Behnam Pourdeyhimi
Klopman
Abdel-Fattah Seyam
Cannon
Renzo Shamey
Ciba
Al Tonelli
Invista
Xiangwu Zhang
Walker

Vacant: Lineberger and Cornelson

Total salary supplement and discretionary support: > $470,000
Graduate Student Commons
Peter R. Lord Student Tutoring Room
Classroom Renovations
Dean’s Young Alumni Leadership Council

Brooke Anderson ‘17
Katelyn Bell ‘13, ’15
Morgan Besterman ‘15
Jessica Couch ‘10
Jasmine Cox ‘13, ’20
Katie Crumpton ‘09
Jenna DeCandio ‘17
Joe DiCesare ‘14
Kelly Earls ’21
Jasmine Flood ’12
Brenda Haitema ’09
John Hardy III ’07
Andrew Hicks ’10, ’11
Sarah Hoit ’11
Caitlyn Holt ’12, ’13
Matthew Iezzi ’18
Zain Khan ’10, ’16
Michael McDonald ’10
Courtney Musciano ’13
Kalyn Parker ’13
Sarah Jane Simpson ’13
Emily Walch ’13
Jeremy Wall ’14
Guan Wang ’12, ’15
Rede Wilson ’16
J’den Williams ’16, ’19, ’21
Kyle Blakely ’07
Ashley Ferguson ’09, ’11, ’14
Mike Ferguson ’04
Wesley Horne ’04
Molly Hanes ’11
Ashish Kapoor ’20
Chad Seastrunk ’04, ’05
Ellen Shook ’19
Monica Warsaw ’12
Campaign Progress

Endowment Progress

* As of 9/30/20
FY15 does not include a $2.0M transfer from ITT **FY19 does not include the $28M Wilson gift
$2,650,194
Raised on NC State Day of Giving: Stronger as a Pack
#GivingPack
Our Ongoing Culture and Strategy Journey

1. Deepen our understanding of culture and strategy challenges to take next steps that lead to a continually better place

2. Bring the college together to create a compassionate culture shaped by a compelling vision, mission and strategy

3. Develop sustainable funding sources to realize our vision

Our culture work never ends: we are on this journey together.
OUR VISION

A compassionate world in which textiles enhance sustainability and quality of life for all.

OUR MISSION

We exist to advance the success of our students, and the textile industry in North Carolina, the U.S., and around the world, through teaching innovation, research excellence, strong partnerships and service.

OUR VALUES

- Compassion
- Equity
- Collaboration
- Innovation
- Sustainability
Revised Strategic Priorities

A hyper-collaborative culture rooted in equality of opportunity

We are building an equitable, compassionate, collaborative, innovative and sustainable community, creating the conditions for student success, revolutionary textile research and innovations, and impactful partnerships.

 Alignment with University Task Forces
- Strengthening University-Wide Interdisciplinarity
- Leveraging Partnerships to Advance Engagement
- Continuing to Advance the Brand and Reputation of NC State

Sustainability in all of our work

We are advancing sustainability in all that we do in order to promote ecological and economic prosperity and reduce the negative environmental footprint the textile industry leaves on our state, our country and the world.

 Alignment with University Task Forces
- Envisaging the Next Generation Land-Grant University
- Pursuing Operational Excellence
- Leading the Digital Transformation of Higher Education

Enhance quality of life for all

From scientific and design revolutions, to workforce and process innovations and beyond, we are demonstrating through our interdisciplinary work at home and on a global stage that textiles have the power to positively transform quality of life for all.

 Alignment with University Task Forces
- Graduating the Successful Student
- Advancing Inclusion and Well-Being to Enhance Excellence
- Re-envisioning Life-Long Education and Credentialing
Strategic Theme: Hyper-collaboration
Wilson College Flex Factory: Rapid Prototyping for an Adaptive Industry

For students, employees and industry partners (entrepreneurs to multinationals)

Yellow = Primary Flex Factory Areas
Purple = Secondary / Supporting Areas
Strategic Theme:
Sustainability
The North Carolina Textile Hemp Consortium

A collaboration between industry and academic members to bring hemp farming and fiber processing to North Carolina.
Strategic Theme: Quality of Life
The Nonwovens Institute’s Impact

- Since March 2020, LINC has provided over 4.5 million square meters of meltblown and spunbond media to partners across NC and the nation. This translates to over 100 million masks since March 2020.

- Partnerships with major companies in supplying PPE to our state

- > 90 graduate students funded in Wilson College over the last five years
Textile Protection and Comfort Center: Dynamic Headform Assessment of Mask and Face Seal

Head Nod

Head Shake

Jaw Bite

Head Wobble
Goal 1: Create an impactful system for credentialing in textiles for noncredit courses

Goal 2: Drive economic development in North Carolina through workforce development
Textile Pioneers Scholarship Program

Bridging the rural-urban divide and expanding access for underserved students with extraordinary leadership potential

The Program
- $56,000 stipend over four years
- Guaranteed internship each summer
- Personalized mentoring and advising

Recruitment
- Dedicated recruiter for rural areas
- Summer Textile Exploration Program for Pioneers

Funding and Sustainability
- Initial goal: Endow 16 scholarships (6 endowed to date)
- Raised $5.4 million in two years
The Impact of the Wilson Family Gift

• Culture and Strategy
  • Invest in our culture
  • Make bold choices without fear
  • Strengthen our global brand
  • Enhance the value of the degrees our students earn

• Financial
  • A buffer against external challenges
The Wilson Legacy

We are now empowered to fulfill our new vision: 
Compassionate World In Which Textiles Enhances Sustainability and Quality of Life for All