

2016 Annual Report

NC STATE

Industry Expansion Solutions



Building Relationships

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Letter from the Executive Director

This has been an exciting year for IES, with significant growth and changes. And in looking back, all these changes seem to share a common thread: relationship building, starting with our rebranding.

As you may recall, NC State's Industrial Extension Service (IES) turned 60 in 2015 and we celebrated by giving our organization an updated identity: **Industry Expansion Solutions** (IES). We opened in 1955 with Extension Agents who worked to make NC manufacturers more efficient and profitable. Today, we serve not just manufacturing, but healthcare, education and research, government, military, energy and nonprofits to make them more efficient, profitable, environmentally sustainable and globally competitive.

The new name didn't come easily. We needed to answer multiple questions. What name could embody our expanded outlook to provide more strategic and broad-based services? What name would resonate when promoting all the solutions IES has to offer, as well as the vast resources of NC State? What name could increase awareness among community leaders about the incredible wealth of resources we offer?

The IES Advisory Board encouraged us to reflect on our roots and kept us on track: *You should leverage the IES acronym, they said, because that's how everyone knows you.* And it was with that advice, the **Industry Expansion Solutions** brand was launched.

IES worked fast and furious to establish the new identity. A total rebrand is typically a six- to nine-month undertaking, but teamwork turned the enterprise into a two-month success story of process optimization. You can see the results for yourself at www.ies.ncsu.edu.

Another major initiative, which also depended on strong relationship building has been the development of an enterprise-wide system to handle registration and reporting for non-credit courses. IES has been helping lead the charge for this cross-university solution, working with numerous groups across the university. This demanding task came to fruition in early 2016 with the launch of **REPORTER**, a solution for tracking, managing, reporting and measuring continuing education courses for those outside the university, and for administering professional development courses and other required training for NC State employees. Moving forward, IES will serve as Chair of the NC State Outreach Systems Steering Committee to onboard new units and add additional functionality to REPORTER in the future.

Relationship building again played a major role in IES winning a new five-year award for the renewal of the **North Carolina affiliate for the Manufacturing Extension Partnership** (MEP). We welcomed three new partners to the organization. In addition, the former Manufacturing Makes It Real network became **mfgNC Connections**, strengthened its data base chain, and launched both a major conference (**mfgCon**) and awards program.

At IES, **OUR MISSION** is to engineer success for North Carolina businesses one solution at a time. We do this by understanding our partners, building long term relationships, crafting meaningful and sustainable solutions and inspiring continuous learning. We are proud to share the work we have been doing this past year and to recognize the strong and fruitful relationships that make our work possible.

Sincerely,



Phil Mintz

Interim Executive Director



Phil Mintz

Interim Executive Director,
Industry Expansion Solutions at
NC State University

Building a Stronger North Carolina

IES has traditionally focused on small- to medium-sized manufacturers, but we also serve non-manufacturing businesses and government agencies across the state. Economic benefits to those entities, such as new efficiencies or jobs created or retained, are not included in MEP survey results. MEP generally surveys companies six to 12 months after an assistance project ends, so economic impact results are a lagging indicator of IES efforts.

Breakdown of NCMEP Economic Impacts	
New & Retained Sales	\$270,392,701
Reduced Costs	\$ 40,076,840
New Investments	\$553,823,177
Jobs Retained or Created	4,081

IES Results

The following table tracks IES results over the last five reporting cycles.

IES results over the last five reporting cycles					
	2011-12 Results	2012-13 Results	2013-14 Results	2014-15 Results	2015-16 Results
NCMEP Economic Impact	\$ 313.2M	\$ 107.6M	\$ 386.2M	\$ 235.6M	\$ 864.3M
Jobs Retained or Created	1,146	1,038	3,063	1,869	4,081
Short Courses, Workshops, Conferences	119	112	178	133	108
Participants	2,358	2,492	2,255	1,993	1,947
Industry Service Projects for Fee	890	438	394	266	387
Revenue/Sales	\$ 3.8M	\$ 4.9M	\$ 9.5M	\$2.5M	\$3.9M
New Applied Research & Service Contracts	902	412	276	222	295
Money Received (Includes Industry Projects/Applied Research)	\$ 7.1M	\$ 8.5M	\$ 4.5M	\$1.5M	\$3.1M
Self-Generated Revenue (Sales & Service)	\$ 3.6 M	\$ 3.3M	\$ 3.9M	\$3.3M	\$2.7M
Percent of total revenue	32%	35%	35%	33%	37%

North Carolina MEP Survey Results by County, April 2015-March 2016

In 2015, NCMEP clients in 73 NC counties returned surveys to NIST's third-party survey company, reporting results they attributed to work done by IES or our MEP affiliates.

North Carolina MEP Survey Results by County

County	Economic Impact	Jobs Retained or Created	County	Economic Impact	Jobs Retained or Created
Alamance	\$5,103	0	Haywood	\$0	1
Anson	\$4,101,340	12	Henderson	\$2,642,000	26
Beaufort	\$6,726,200	52	Hertford	\$5,650	0
Bladen	\$345,000	0	Hoke	\$0	0
Brunswick	\$40,000	0	Iredell	\$199,500	4
Buncombe	\$1,282,500	73	Johnston	\$25,312,290	16
Burke	\$12,090,000	180	Lee	\$21,086,000	23
Cabarrus	\$17,050	1	Lenoir	\$2,940,000	40
Caldwell	\$900,000	4	Lincoln	\$39,500,000	175
Carteret	\$1,213,000	2	Martin	\$41,875,000	833
Catawba	\$29,250,545	462	McDowell	\$31,955,000	160
Chatham	\$17,496	0	Mecklenburg	\$50,540,028	61
Cherokee	\$330,000	20	Montgomery	\$32,956,900	68
Chowan	\$27,000,000	0	Moore	\$31,000	2
Cleveland	\$17,151,800	145	Nash	\$1,400	0
Columbus	\$200,000	2	New Hanover	\$0	0
Craven	\$33,093,000	247	Northampton	\$250,000	0
Cumberland	\$1,636,290	2	Onslow	\$0	0
Dare	\$0	0	Orange	\$35,000	0
Davidson	\$1,013,758	1	Pender	\$0	0
Davie	\$1,223,000	18	Person	\$0	0
Duplin	\$40,000	12	Pitt	\$100	0
Durham	\$12,050,675	12	Randolph	\$3,209,000	6
Edgecombe	\$250,000	23	Richmond	\$0	0
Forsyth	\$164,200	11	Robeson	\$0	0
Franklin	\$3,000	0	Rockingham	\$30,141,080	10
Gaston	\$25,421,620	79	Rowan	\$300,163,400	400
Granville	\$2,451,682	16	Sampson	\$8,867,000	25
Guilford	\$21,148,780	330	Scotland	\$3,023,850	15
Halifax	\$181,650	0	Stanly	\$0	0
Harnett	\$110,000	0	Stokes	\$500,000	2

North Carolina MEP Survey Results by County

County	Economic Impact	Jobs Retained or Created	County	Economic Impact	Jobs Retained or Created
Surry	\$2,254,220	100	Washington	\$0	0
Swain	\$60,000	0	Wayne	\$5,160,000	14
Union	\$24,504,600	5	Wilkes	\$11,120,000	40
Vance	\$51,492	0	Wilson	\$213,330	0
Wake	\$1,312,000	54	Yancey	\$94,589	50
Warren	\$1,341,000	0			
TOTALS			\$840,803,118*		3,814*

*These figures are lower than the totals reported elsewhere because the higher figures include out-of-state manufacturers.

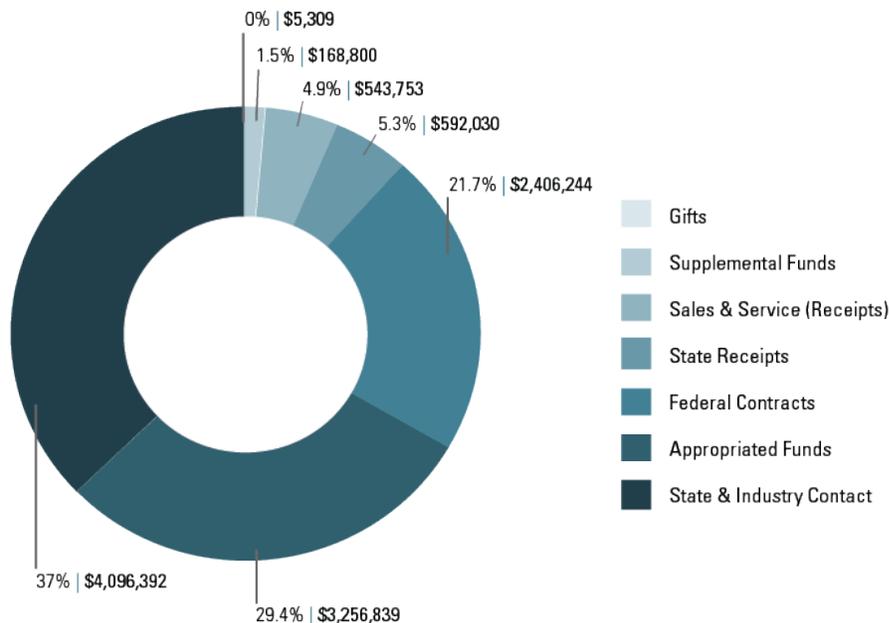
Delivering Value

The total IES budget for 2015-2016, including carryover from the previous year, was \$11 million.

During this reporting period, IES developed 412 proposals for new contracts and agreements totaling \$5,080,422.23; 295 were approved and accepted, for a total value of \$3,160,608. IES specialists worked on 387 active contracts and agreements, with a total value of \$3,934,597.

IES operating revenue comes from state appropriations, federal appropriations (via contract with NIST to operate the NCMEP Center), state and industry contracts, direct sales of services, and other supplemental funds, as shown in the graph below.

IES Budget 2015-2016



Empowering Our Clients to Be Their Best

Standards and Regulatory Services

The Standards and Regulatory Services team provides facilitation and training for management system implementation to businesses across North Carolina.

ISO 9001 Quality Management Systems (QMS) help organizations focus on meeting customer requirements and continually improving their QMS. Certification to these standards—and those industry specific standards based on ISO 9001 such as ISO/TS 16949 (automotive), ISO 13485 (medical device), AS 9100 (aerospace) and ISO 17025 (laboratory)—can open doors to new business opportunities.

The IES Management Systems area provided services to 76 clients and generated \$305K in revenue, with \$180K coming from industry-specific management systems. This area continues to show growth, now that IES has internal resources to help companies achieve industry-specific certifications.

An updated version of the ISO 9001 standard, released in September 2015, is expected to drive growth; companies that are currently must transition to the new version by September 2018.

Additionally, we have five companies working on AS9100 certification and Lean solutions through the Rural Jobs Accelerator Grant, which will strengthen the aerospace supply chain in Eastern North Carolina. These companies are projected to be certified by the end of 2017. IES has sponsored and presented with the NC Aerospace Group on three occasions to promote the grant.

Performance Excellence Coaching

Our Performance Excellence Coaching program, based on the Baldrige Framework, continues to drive long-term relationships and repeat business. Examples include: the fourth consecutive year of strategic planning to one municipality; multiple coaching opportunities with a manufacturer with locations in North Carolina, Kentucky and Mexico; and a six-year relationship with a Defense client.

The Performance Excellence Coaching program generated \$310K in revenue and provided services to 22 clients. Performance Excellence Coaching will continue to expand as more companies in manufacturing, education, and hospice and palliative care understand the benefits of Performance Excellence practices.

Continuous Improvement Services

Lean and Six Sigma for Manufacturing

IES continues to see strong demand for Lean Transformation, Industrial Engineering, Environmental and Lean Sigma 180 solutions, and our revenue and sales continue to support growth targets. Transformation and coaching projects were offered at more than 20 companies, with engagements ranging from 10 to 60 days. Participating corporations included Duke Energy, Copernicus, Deere-Hitachi, Chaddock, Commonwealth Brands, Corrections Enterprises, Wix Filters, PGW, Allidas McAdoo, Columbus McKinnon, Loparex, International Textile Group and Von Dremble. Lean Sigma 180 projects were held at Coastal Beverage, Miller Coors, PGW and ShurTape. Demand for our Shingo solutions saw a slight increase.

ISO (the International Organization for Standardization) is an independent, non-governmental organization of international experts that develops voluntary consensus-based, market relevant International Standards. The **ISO 9001** family addresses various aspects of quality management.

Performance Excellence is an integrated approach to organizational management that creates sustainable cycles of improvement. **Baldrige Performance Excellence Criteria are a framework** that any organization can use to improve overall performance. Seven categories make up the award criteria: leadership; strategic planning; customer focus; measurement, analysis & knowledge management; workforce focus; process management; results.

Additional modules were developed to support the needs of the Transformation modules and Lean Sigma 180. We have also started to develop blended learning modules to expand the capabilities of our onsite and online solutions.

This year we launched a new product for very small manufacturers (20 or fewer employees) in which groups of manufacturers went through a custom Lean training program. The companies worked in teams at participating facilities to get the necessary training and apply the concepts to key processes. Eight companies went through the program this year and we plan to grow the opportunities next year.

Industrial Engineering developed additional custom modules for its SPC product line. Industrial Engineering and student projects remained in demand with projects at Club Car, RJR, ABB, McRae Industries, Buehler Aeroglide and Linamar. We are currently working through new constraints on the use of students for onsite work. This has consistently been a high demand service, and we hope to have the issue resolved or clarified in the near future.

Sales and revenue were up this year for the Environmental Services product line, which includes many types of certifications and custom support projects. Services were provided for more than 15 clients including Grifols, Goulston Technologies, GKN, Sapa, SONA, Cree, GKN, Gardner Glass, ATI Metals, Eaton, Draka Elevator, Unilever and Corning. IES continues to see growth opportunities for these products even as we transition from the traditional one-, two-, or three-day event-based modules to long-term engagements through advanced coaching modules.

Lean & Six Sigma for Healthcare, Government and Non-Profits

IES continues to successfully apply Lean and Six Sigma methodologies in healthcare, government and non-profits. For this fiscal year, we have seen an increase in Lean applications in out-of-state hospitals, plus an expanded interest from state governments in North Carolina and across the US.

77% of projects were healthcare related; 23% of projects were government related.

During this year's client engagements, IES:

- Worked with eight NC hospital systems or collaborators for a total engagement of 48.
- Worked with five hospital systems in Virginia.
- Collaborated with or taught Lean Healthcare training for two major hospital associations (NC, VA).
- Worked with 19 public health agencies.
- Provided Lean Project Certification to 25 candidates.
- Continued to train and mentor 30 people to become Lean Facilitators at the NC Department of Health and Human Services.
- Provided Lean support to our largest client Improvement Partners of NC (CPHQ), supplying 1.5 F.T.E.'s for quality and performance improvement work in public health agencies and hospitals in Arkansas, California, Maryland, New York, Rhode Island, Louisiana, and Florida.
- Worked with a county government financial and budgeting department providing Lean training and rapid improvement process improvement.
- Provided Lean facilitation and support to the Department of Public Assistance in Alaska.

Lean Improvement is a long-term, continuous process of eliminating waste and inefficiencies while maintaining or improving processes. IES helps companies create their own sustainable Lean culture to maximize productivity and profit. **Six Sigma** is a data-driven approach for process improvement in manufacturing and business. Six Sigma training offers engineers, technical managers, and analysts the tools to create uniform processing, providing significant financial, quality and performance-improvement gains.

- A task force educated in Lean principles conducted a value-stream mapping event to show opportunities for improvement in the department's Maternal Child Health and TETRA Medicaid Program eligibility processes.
- Completed work was presented at the Association of Maternal Child Health Programs Annual Conference in April 2016, and led to a broader application of Lean to other business processes with Medicaid in the state.

Professional Learning

IES implements non-credit adult education programs which include live and online instruction. The Professional Learning unit ensures that fiscal and administrative processes follow the policies and academic vision of NC State University and its Office of Outreach & Engagement. Professional Learning staff maintain a level of awareness of all IES programs, industry needs, trends and best practices.

The Professional Learning unit consists of four major product lines:

- Southeastern OSHA Training Institute (OTI) Courses
- Technical and Business Improvement Adult Education Courses
- Online and Smart Training Solutions
- Instructional Design Services

Southeastern OSHA Training Institute Courses

Approximately 2,082 OSHA Outreach Trainers are currently authorized through the Southeastern OTI Education Center.

During this reporting period, OTI:

- Instructed 134 courses and 2,184 adult students (NOTE: these figures represent data reported to OSHA on behalf of both NC State and The University of Tennessee)
- Issued 22,953 OSHA course completion cards to OSHA Authorized Trainers – an approximate growth of 7.5% from the previous year
- Conducted 70 recordkeeping audits and eight training observations of OSHA Authorized Trainers, as required by federal OSHA

Safety and Health Solutions

IES helps our clients to understand OSHA and other state and federal health and safety regulations and to implement safety measures for a more secure workplace. The Safety and Health Services team consists of four technical specialists and several contract resources to provide high quality technical assistance and instruction related to OSHA compliance and safety and health program management. Services range from Hazardous Waste Operations and Emergency Response training to onsite OSHA Compliance assistance.

The team provided 29 customized on-safety and health training and technical services to industries including the US military, universities, pharmaceutical manufacturing and public school systems, and instructed 72 open enrollment courses at the Southeastern OSHA Training Institute Education Center.

This year, IES was awarded a \$50,000 Susan Harwood Training Grant to develop educational materials on Temporary Worker Safety. Materials included a PowerPoint, instructor guide, participant manual and student handouts. Once the materials were

approved by OSHA, IES posted them, in English and Spanish, to our website, where users could download them for free. By the September 30 conclusion of the grant period, there were 237 downloads. Four related no-cost training sessions were also held, for 92 participants.

Additionally, IES was awarded a \$50,000 Susan Harwood Training Grant for Agricultural Safety that launched on October 1, 2015. IES began the development of 12 quick, easy-to-read "Tractor Talks" focusing on hazards known to injure or kill farm workers. Pilot training sessions will be held prior to releasing the materials to OSHA for review, approval, translation to Spanish and release to the public.

Public Sector Safety & Health Fundamentals Certificate Program

The OSHA Public Sector Safety & Health Fundamentals Certificate Program was introduced in 2013 and supports OSHA's mission to protect workers in state and local governments.

This year there were 24 graduates of the OSHA Public Sector Safety & Health Fundamentals Certificate Program.

MESH Certificate Program

The Manager of Environmental Safety & Health (MESH) certificate program is celebrating its 20th Anniversary in 2016. There are five different MESH certificates that demonstrate achievement through continuing education in occupational safety, health and the environment. Each certificate is awarded after successfully completing 100 credit hours of continuing education.

This year there were 103 graduates of the MESH Certificate Program.

Sustainability

IES sustainability efforts were conducted in Management Systems Assistance, Carbon Footprint Assessments, and Environmental Regulatory Assessments and Trainings. Management System projects were conducted in ISO 14001, OHSAS 18001 and ISO 50001 for Environmental, Health and Safety and Energy Management Systems, respectively. We facilitated more than 15 of these projects, and taught two public classes. Much of this work resulted in the customer acquiring certifications to these standards. We also conducted multiple carbon footprint assessments that resulted in estimates of energy-related usage. With these projects, IES assists companies that are required by their customer (i.e., Walmart) to report sustainability parameters. Environmental Regulatory training and evaluations encompass areas such as Emergency Planning and Community Right-to-Know, Air Permitting, Hazardous Waste and DOT Hazardous Materials Transportation. IES conducted a series of three public classes focusing on these topics, along with six on-site trainings. Revenues for this sector exceeded \$100,000. To meet customer demand, we developed new services including an International Air Transport Agency (IATA) curriculum, Train-the-trainer perspectives in ISO 14001, Transitioning to the New ISO 14001 and ISO 45001 Standards, and others.

Technical and Business Improvement Adult Education Courses

IES strengthened the types and frequency of technical and business improvement open enrollment courses. Adult students seeking to improve their professional skills in industrial engineering, quality and environmental management, innovation and health care have recognized IES as a quality resource.

The annual performance of this product included:

- 32 open enrollment courses instructed by IES technical specialists, an increase of 14.2%
- 292 adult education students receiving training

Online and Smart Training Solutions

IES has continued to modify and improve online training solutions. This year involved a significant change in the DELTA Moodle Learning Management System terms of service. As of January 1, 2016 non-credit fee-based courses will be assessed a charge of \$9.37 per student for on-campus internal customers or \$10.72 per student for external customers.

IES sold 119 online courses, predominantly in areas of interest for engineers pursuing professional development hours.

IES also, in collaboration with NCSU Department of Horticultural faculty, transformed two online courses from credit to non-credit learning opportunities for selected Syngenta staff around the globe. This unique online learning opportunity began in October 2015 and ended in January 2016 with successful participants receiving certificates of completion.

Manager of Plastics Processing (MPP) Certificate Program

IES and the Polymers Center of Excellence (PCE) developed a new certificate program that was implemented this year, Manager of Plastics Processing (MPP). The only program of its kind in the United States, this unique, flexible program is accessible to all injection molding technicians, engineers, operators and managers seeking to acquire the highest quality of industry knowledge and recognition.

The MPP certificate establishes a standard for technical expertise in injection molding and helps advance both core and advanced competencies in the field. The program offers two opportunities: the Injection Molding Manager of Plastics Processing (IM-MPP) and the Advanced Injection Molding Manager of Plastics Processing (AIM-MPP).

Instructional Design Services

The Instructional Design product line was launched this fiscal year and supports the IES goal of providing instructional design services to our staff, partners and customers. The team works with subject matter experts from the field to provide curriculum development and training programs for online, face-to-face and hybrid courses. Our customized services benefit our partners by providing them with material that is personally designed for their targeted audience and needs.

The annual performance of this product line included:

- Delivery of online aerospace modules.
- Delivery of online REPORTER awareness module.
- Collaboration on design and development of ISO 9001 training updates.
- Collaboration on design and development of online Six Sigma Green Belt training.
- Design of Tractor Talks training materials.
- Identification of potential new projects with manufacturing and higher education clients.

Grant Services

IES has been providing third-party evaluation services since 2014. Evaluation Services supports educational institutions, businesses and community organizations in making evidence-based decisions regarding program performance and improvement.

Current evaluations include:

- **Mission Critical Operations & Mechatronics Re-Envisioned:** Two rounds of the Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant sponsored by the US Department of Labor (Round 3-Mission Critical Operations, and Round 4-Mechatronics Re-Envisioned).
- **EMERGE:** National Science Foundation (NSF) Advanced Technological Education (ATE) grant led by Seminole State College in Florida titled Establishing a Means for Effective Renewable/Green Energy.
- **NC STEM Alliance:** NSF Louis Stokes Alliances for Minority Participation (LSAMP) grant led by Central Piedmont Community College titled North Carolina STEM Alliance.
- **Smoky Mountains STEM Collaborative:** NASA Science Education grant led by Southwestern Community College titled Smoky Mountains STEM Collaborative.
- **NC Student Success Center:** Jobs for the Future Student Success Center grant led by the NC Community College System.
- **WIOA Youth Program evaluation** commissioned by the NC Department of Commerce.

Competition for grants is fierce, and resources are finite. Enlisting the help of trained, experienced grant researchers, writers and managers gives you the advantage you need to secure funding that furthers your mission.

We can help your grants program be the best it can be, from initial opportunity identification to research, writing and development, management and third party evaluation.

Explore how we can assist with the topics below:

Grant Opportunity Identification

Having seasoned, trained grant managers on your side can increase your chances of winning the funding that you need to support your organization and its mission. Our professional staff are experienced at effectively matching the focus of your organization with an appropriate grant's eligibility criteria. Since we constantly operate in the world of grant services, we become aware of new opportunities early and often.

The result? You're more competitive for the opportunities presented to you, and your staff stays focused on their own core tasks.

Grant Needs Assessment/Research

The foundation of any successful grants program is a solid needs assessment. What is your current situation, as opposed to the ideal? What plan of action would allow you to best move from one state to the other?

A needs assessment should be objective and impartial; it should also be grounded in research, primarily from data collection and analysis and a review of current literature.

Our team of trained researchers can help to refine and focus the needs assessment process, creating a well-researched proposal for funding that clearly identifies the impact

that the program you plan to implement will have in the real world. This proven process enables the strongest possible grant application, with specific, attainable, relevant and measurable goals.

The grants team at IES leverages all of the academic and professional resources of a major research institution for the benefit of your grants program. Grounded solidly in data and current theory, our approach truly offers your organization the best foundation for your proposal narrative.

Grant Proposal Writing and Development

Demand for grant funding continues to exceed supply, and as a result, awards have become increasingly difficult to win. It is important to not only identify the best grant opportunities, but also produce high-quality, compelling proposals that win a higher volume of grants.

Including highly qualified, experienced and accomplished grant writers in the development of your proposal can give you a decisive competitive edge.

We offer both technical assistance and leadership in research, program design and grant proposal writing. Our level of involvement is based on your unique needs and capacities; our services range from assisting your grant writing team with editing and review, to leading and coordinating the entire endeavor.

Grant Management and Compliance

Every funding agency, whether federal or private, handles the grant-making process differently. No matter who the funder is, grant management is a critical aspect of both the grant application and the funding process. Strong grant proposals incorporate grant compliance into the project design.

Prior to submitting your grant proposal, it's critical to ensure the expenses and program activities included in the proposal are qualified by the funder and supported with appropriate documentation. Once the grant has been awarded, it is equally important to ensure that effective tracking and reporting processes and procedures keep your grant status in good standing.

These critical details can easily slip through the cracks, but our trained staff can improve outcomes by setting up your grant program for compliance—and for success.

Grant Evaluation

Our agility sets us apart from other grant services teams, who often take a one-size-fits-all approach.

Based on your needs and your project's parameters, we choose a quality system framework to guide the development of a sound and systematic evaluation plan. This may include pre-intervention assessments, logic models and preliminary evaluation design, formative and summative evaluation processes, developmental evaluation perspectives, post-intervention assessments and plans and/or capacity building for long-term self-evaluation and growth.

Then, we connect objective research questions with your work plan activities. This highly specialized process brings together objective-oriented evaluation questions with your goals and activities, and allows us to be uniquely responsive to your needs.

Business Growth and Innovation Solutions

Innovation Engineering Solutions

Innovation Engineering continues to be a popular solution. Six free Innovation Engineering Lunch & Learn events. IE workshops will return, with three planned for summer 2016. In the past, the past workshop engagements were held and generated almost \$100,000 of revenue. We plan to conduct our first public Innovation Engineering Green Belt course in 2016.

IES' Most Valuable Asset: Our People & Stakeholders

Senior Leadership

Phil Mintz Interim Executive Director

Fiona M. Baxter, Ph.D. Associate Executive Director, Knowledge Management

Teresa Bradford Marketing Director

Human Resources, Facilities and IT

The full complement of IES Regional Managers and improvement specialists provided statewide coverage from eight regional offices and 21 home offices. During this period, no one retired from IES, 15 people departed, and IES hired 15 new employees.

Construction on the new IES classroom space, located in the Research III building on NC State's Centennial Campus, was completed in July 2015. The classroom space has seating for up to 38 students, a built in projector and rear monitor, integral audio/video capabilities and power stations, and a large white board space near the instructor's desk. Since its opening, more than 25 events have been hosted in this new space, ranging from week-long training and professional development courses to large committee meetings. In response to an initiative to increase security awareness at the College level, IES invested in an upgraded security system for our Research III suite. Additions included card reader stations at the stairwell door and elevator as well as an audio/video intercom system so that guests can request access to the suite. A control panel has also been located at the front reception desk and is manned during business hours to validate guest entry. Three cubicle spaces were added to the Research III suite, bringing our total number of desks to 49. As of April 2016, 82% of spaces are being occupied by permanent staff; with temporary employees included, there is currently a 90% utilization of work space.

To maximize space, facilities and IT staff conducted an assessment of storage space utilization in Research III and coordinated a surplus of equipment to reduce overall storage space utilization. In addition, a reorganization of supplies will streamline inventory tracking and ordering of supplies. This initiative has resulted in a reconfiguration of our IT storage near the help desk, providing a more secure environment to store IT equipment.

REPORTER

The quest to create a campus-wide system to handle registration and reporting for non-credit programs came to fruition in early 2016 with the launch of REPORTER (Registration Platform for Non-Credit Activity and Required Training).

The project represents a massive undertaking involving campus staff along with regulatory, compliance and continuing education colleagues to create a secure and compliant system to support registration and reporting for all non-credit programs and required training at NC State University.

IES surveyed university stakeholders to determine their needs and requirements and crafted a Request for Proposal (RFP) to acquire a cross-university system for tracking, managing, reporting and measuring external outreach, required training and non-degree credit activities.

After extensive searching and examination of technology-based products, the team selected *Mendix's Platform as a Service (PaaS)*, a cloud-based model that delivers hardware and software tools online as a service. Because the Mendix PaaS provider hosts

Since our inception in 1955, **IES** has grown to include not only long-standing university connections but also public-private partnerships and multiple regional offices. IES has served as the **North Carolina Manufacturing Extension Partnership (NCMEP)** Center since 1995. Through NCMEP, IES helps manufacturers through the membership-based networking organization **mfgNC Connections** and its annual conference **mfgCON**, the **Manufacturing Day** statewide event, and **Manufactured in North Carolina (MNC)**, an online supply chain database of NC manufacturers. IES also serves as home to the **Southeastern OSHA Training Institute Education Center (OTI)**, the **NC Awards for Excellence Program (NCAfe)**, the **Minerals Research Laboratory (MRL)** in Asheville and the NC State **Technology Incubator** on Centennial Campus.

the hardware and software on its own infrastructure, NC State is able to operate the system on a lean basis and reallocate overhead and capital costs.

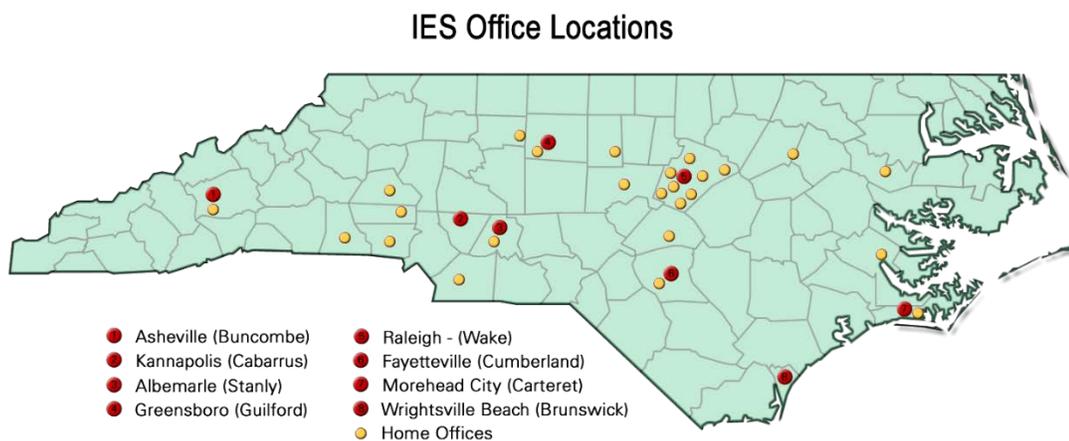
NC State offers thousands of outreach programs to people, businesses and communities in North Carolina and far beyond. Along with the many general requirements for such a large registration and records system, our new system needed to seamlessly integrate with:

- Shibboleth for single sign-on functionality.
- ePayment for processing credit cards.
- DataMart/Warehouse for additional reporting, metrics and analytics capabilities via SAS, as well as knowledge management.
- DELTA's Wolfware Outreach Learning Management System to provide e-learning capabilities.
- PeopleSoft modules to provide updates to Person of Interest and Financial records.

After numerous rounds of build-test-release-repeat, we devised a two-phase launch for our Minimally Viable Product (MVP): Release 1 for our Required Training Units and Release 2 for Outreach & Engagement units. Environmental Health & Safety began using Release 1 on January 5, 2016, and the Southeastern OSHA Training Institute Education Center began using Release 2 on March 1, 2016.

REPORTER is already streamlining business processes, data management and reporting, reducing overhead, and also reducing the risk of noncompliance and security breaches. Moving forward we will continue to ensure that REPORTER is meeting the business and program requirements as new clients come onboard.

To better serve our clients, IES has presence in these areas throughout North Carolina:



IES Advisory Board

The Industry Expansion Solutions Advisory Board guides IES on programs, opportunities, business operations and the best service delivery mechanisms to reach manufacturers and other target markets.

IES Advisory Board

<p>Doug Adams Entrepreneur Douglas W. Adams Company Raleigh Raleigh</p>	<p>Martin Kegel Fabrication Operations Manager Caterpillar Sanford</p>
<p>Fiona Baxter Associate Executive Director NC State IES Raleigh</p>	<p>Phil Mintz Interim Executive Director NC State IES Raleigh</p>
<p>John Chaffee President and CEO North Carolina's Eastern Region Kinston</p>	<p>Jerry Pedley President Mertek Sanford</p>
<p>Steve Earley CEO Cross Company Greensboro</p>	<p>Michele Holbrook Plant Manager Corning Optical Systems Wilmington</p>
<p>Mary Stokas Marketing & Communications Business Partner Novant Health Charlotte</p>	<p>Denise Hallett Sales & Community Affairs Vulcan Materials Charlotte</p>
<p>Ashley Holroyd Manager Performance Excellence Duke University Health</p>	<p>Chris Trevey CEO/President Carlton Scale Greensboro Greensboro</p>

Client and Community Development

The importance of long-term relationships and repeat business from existing clients continues to be the focus of our Regional Managers (RMs). Sales were up 10 percent, April through March, versus the prior year, yet revenue targets were down approximately 30%. The addition of a Business Development Associate has improved results in finding and researching new prospects and providing solid leads to RMs. This increase in market penetration has empowered the RM team to be more strategic, focusing on manufacturing companies with which IES has never interacted, or not interacted with in three or more years. The team conducted two blitzes, the second of which was held in Eastern NC with NCMEP partners EDPNC and the Community College System. The blitz resulted in more than 20 qualified leads.

Our developing relationship with the NC Community College System, one of the new NCMEP partners, is proving to be very productive. Together we have traveled across the state on survey prep and provided multiple training sessions on the survey process and on NCMEP. This successful relationship has resulted in IES being invited to three of the Community College Directors Meetings, and the System is working with IES to serve as a resource on many more of its projects.

Regional Manager Sales from April 1, 2015 – March 31, 2016

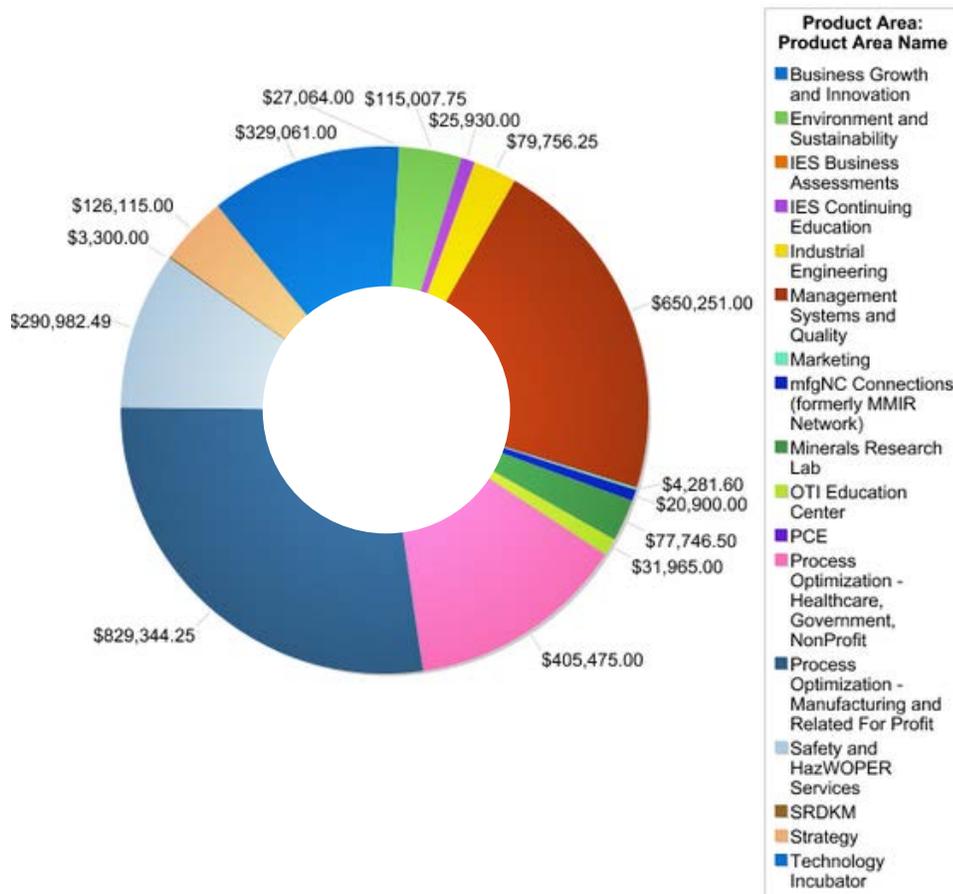
- Sales through Service Agreements were up 10% versus the same period in the prior year; the team is at 88% of its sales goal.
- 321 proposals have been signed, versus 313 for the same period last year.
- \$2.65MM versus \$2.4MM Revenue last year.



Product Mix from April 1, 2015-March 31, 2016

Top-selling Product Areas April – March:

- 28 percent Process Optimization Manufacturing.
- 22 percent Management Systems & Quality, of which 10% is Performance Excellence.
- 13 percent Healthcare Optimization.
- Performance Excellence Coaching - We have nine companies working toward Baldrige. This product line represents a very strong dollar potential; the typical company will complete the journey through all Levels, spending \$160K.

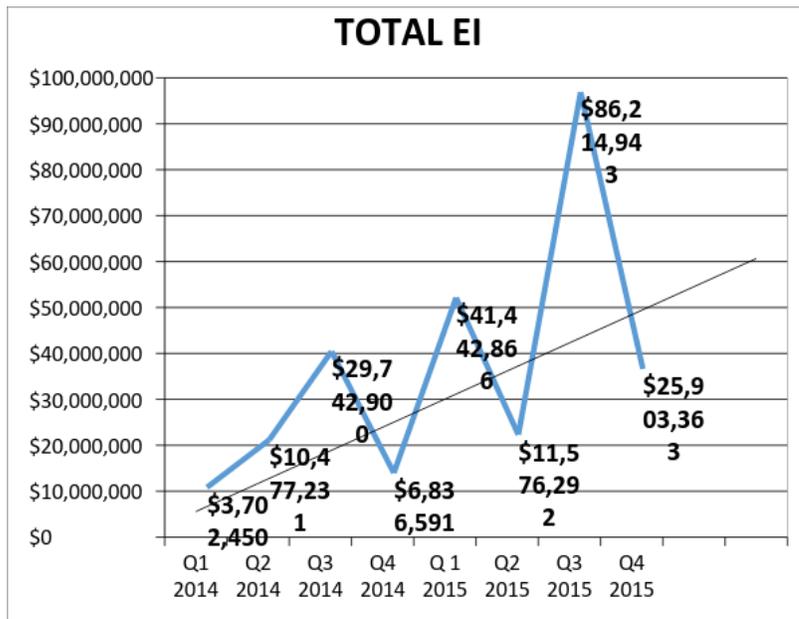
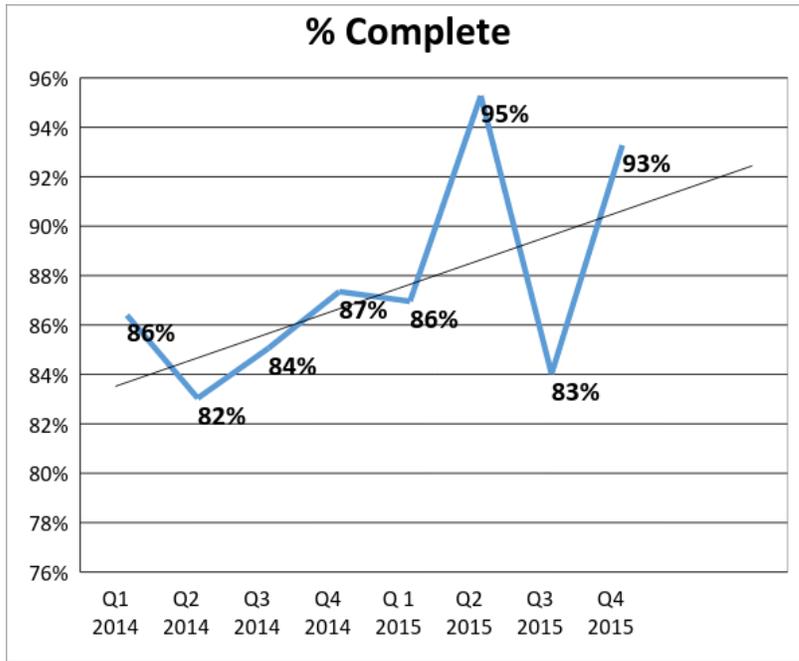


Regional Manager Activities

While the military sector has been difficult for IES to penetrate, a concentrated focus has resulted in a two-fold increase this reporting period.



MEP Surveys continue to improve. The survey response rate continues to hover around 90% and economic impact results show a positive trend. Results for IES-only surveys are below.



This year much time and effort was spent on **Salesforce** development and training. While the learning curve required resources, the system will ultimately lead to a nice value add for IES. The RM team conducted four separate training initiatives around Salesforce and will continue to do so next year.

The **Discovery Suite for Manufacturers** was rolled out as a new product and should provide a great diagnostic for manufacturing clients. The team decided to go with PROBE as the business assessment tool, and there are currently six strong prospects for the Discovery Suite.

A new market sector for IES this year is the Department of Correction, which has delivered close to \$50K in sales, with many more potential projects ahead. There are more than 20 manufacturing facilities located within the corrections system, and they are interested in Lean Process Improvement.

This year we closed over \$100K in projects and have several strong prospects in the wings. Strategic Planning Products, particularly with county and city governments, is seeing nice growth. Regional Managers continue to partner with PNC Bank with the relationship bringing new leads to each partner. RMs also continue to host Innovation Engineering Lunch & Learns which have resulted in additional projects.

Marketing/Communications

Internal

IES internal communication has been a key focus for senior leadership and staff for two years, resulting in the successful creation of an internal communications committee in August 2014 and an internal newsletter, *IES Insider*, in September 2014.

In 2015 the executive team assumed ownership of all internal communications and developed a robust plan to expand upon existing efforts. The team assumed responsibility for a new IES Staff Portal, conducting an audit to ensure all information was up to date and accurate. The Staff Portal connects IES across units and projects and serves as a repository for communications, upcoming events, NCMEP survey results, IES monthly financial reports and more.

The executive team also instituted a monthly vlog (video log) from the IES Executive Director, biweekly notes from senior leadership team meetings and quarterly updates from the IES advisory board meeting. To streamline communications, the *IES Insider* was transformed in October 2015 into weekly blog posts on the Portal after employee feedback indicated that staff preferred this weekly communication to the monthly newsletter.

In February 2016, IES internal communications was placed under the marketing organization. A new, timelier method of e-news communication called “In the Loop” was soon instituted to keep IES employees informed about the organization. The goal of “In the Loop” is to celebrate successes such as a recent win with a client, an upcoming event or a recent success story as they happen. Today, these brief announcements are accompanied by frequent posts and updates to the IES Staff Portal. Together with the vlogs, the Senior Leadership Team minutes and IES Advisory Board updates, the “In the Loop” e-newsletter rounds out a robust internal communications plan.

IES Rebranding Details

Industry Expansion Solutions was launched in a 13-week time frame. A minutely-detailed launch plan was devised, along with a timeline and checklist denoting more than 700 items that had to be updated, and who was responsible for each. Everything from business cards to building signage to web redirects and course certificates—anything that mentioned IES or included our logo—had to be changed. The launch also included a 400+ page website that needed to be a seamless extension of the NC State website, optimized for devices such as phones and tablets, integrated with all of our social media campaigns and enhanced with SEO optimization elements.

A total rebrand is typically a six to nine month undertaking, but the IES marketing team, turned the enterprise into a two-month success story of process optimization. See for yourself at www.ies.ncsu.edu.

Marketing

The NC State [Industry Expansion Solutions website](http://www.ies.ncsu.edu) is the main gateway to IES services and provides a robust platform for marketing, communications and lead generation.

With the comprehensive rebrand of IES, the website was extensively reviewed and rebuilt, launching in August 2015 on the Wordpress CMS to align with the College of Engineering's web hosting infrastructure. The new site was designed to conform to NC State's Brand Guidelines and includes calendar feeds, a live Twitter feed, compelling use of video, and custom-built plugins and post types to address specific content needs and best represent IES' solutions and services.

The construction of the new site was approached with these other key considerations:

- User Interface (UX/UI) design that is tablet and mobile-device friendly.
- A more concise site structure to promote IES solutions and the industries we serve.
- Identifying quality content and maintaining a portion of pre-existing site referral.
- Prioritizing search engine optimization (SEO) content, including outgoing and incoming links, updated content, blogs or videos, comments and active social media.

IES Website Metrics

With the website relaunch, stricter analytics filters have been applied to eliminate spam referral and better measure quality user engagement. User measurement tools like Google Analytics require regular maintenance and refinement to assess quality engagement and adjust for ever-growing segments of spam, ghost referrals and other non-human traffic.

Because the numbers gathered after the new spam filters were implemented are incomplete for the period of this report, the numbers below reflect all website traffic to the site during these periods as well as being the same segment of traffic measured in previous annual reports.

Audience Overview Metrics comparing the period of Mar 26, 2015 through Apr 1, 2016 to the previous report period of Apr 1, 2014 through Mar 25, 2015 show a 45 percent increase in sessions, a 45 percent increase in users and a 32 percent increase in page views.

- There were 119,767 sessions Apr 1, 2015 through Mar 29, 2016, up from 82,381 sessions during approximately the same period in 2015.
- There were 88,711 users Mar 26, 2015 through Apr 1, 2016, up from 61,020 users during approximately the same period in 2015.
- There were 241,866 page views Apr 1, 2015 through Mar 29, 2016, compared to 182,903 page views during approximately the same period in 2015.

Blog Metrics

- From Mar 26, 2015 through Apr 1, 2016, IES blog traffic saw 31,408 page views, a 34.7 percent increase from approximately the same period during the year prior.
- Another key KPI for measuring user engagement, Average Time on Page, saw an increase of 23.6% during the report period. From Mar 26, 2015 through Apr 1, 2016, users spent an average of 4:31 on IES website pages, up from 3:40 the year prior.

Social Media

As of March 2016, our primary marketing efforts have been focused on refining and expanding IES's website content and using the primary social media channels to support the website's SEO rankings. With the successful website launch, a rich opportunity

exists to increase website traffic referrals from social media by increasing editorial content to audiences through these platforms. Active social media profiles and link-backs are an important element of healthy SEO, and we expect website metrics to increase with the expansion of social media outlets.

- The NC State IES Twitter account has 1944 followers, up from approximately 1,700 last year; New NCMEP Twitter account created to supplement new NCMEP.org content.
- The NC State IES Facebook page has 70 likes, up from 45 last year.
- The NC State IES LinkedIn group has 224 members, up from 140 last year.
- The mfgNC Connections Network LinkedIn group has 59 members.

In addition to the individual platform follower growth above, Google site analytics for www.ies.ncsu.edu/ indicate an increase of social media referral traffic by 38% (156 vs 113) for page views and 46% (142 vs 97) for unique pages views from Mar 26, 2015 through Apr 1, 2016, compared to the year prior.

Partnering for Greater Reach

The North Carolina Manufacturing Extension Partnership (NCMEP)

IES has served as the administrator of NCMEP since 1995, operating under the NC State University College of Engineering. The renewal of the North Carolina affiliate for MEP became available through a full and open competition held in the fall of 2014. IES submitted a comprehensive proposal and won a new five-year award that began in July 2015.

The award includes all previous sub-recipient partners:

- Economic Development Partnership of NC (EDPNC)
- Polymers Center of Excellence (PCE)
- Manufacturing Solutions Center (MSC)
- Energy Solutions

It also encompasses three new partners:

- North Carolina Agricultural and Technical State University (NCA&T)
- The University of North Carolina at Charlotte (UNCC)
- The North Carolina Community College System (NCCCS)

The Manufacturing Extension Partnership (MEP) is administered by the US Department of Commerce through the National Institute of Standards and Technology (NIST). The North Carolina Manufacturing Extension Partnership (NCMEP) is one of 60 federal MEP centers chartered to help small- and medium-size manufacturers promote growth, increase profitability and become more globally competitive through innovation and continuous improvement.



[on web: <https://www.ncmep.org/news-room/>]

NCMEP activities include manufacturing engagements and projects by IES and multiple NCMEP sub-recipient partners: NC Works Customized Training at the North Carolina Community College System, the Polymers Center of Excellence in Charlotte, the Manufacturing Solution Center in Conover, the Mechanical and Aerospace Engineering Department at NC State University, North Carolina A&T State University in Greensboro, the University of North Carolina at Charlotte (UNCC) and the Economic Development Partnership of North Carolina (EDPNC).

IES, through NCMEP, helps North Carolina manufacturers with important networking opportunities through **Executive Peer Councils**, **Lean Improvement Councils**, **Manufactured in North Carolina (MNC)**, an online supply chain database of NC manufacturers), and the membership-based **mfgNC Connections network**.

mfgNC Connections

In January 2016, the MMIRN (Manufacturing Makes It Real Network) was rebooted; the name was changed to mfgNC Connections and the network became part of NCMEP. The move to NCMEP will enable us to enlist our partners in recruiting new members, finding host sites for events, and marketing the network and its benefits.

A new sponsorship package was developed in late 2015 and as of March, 2016, two new members had joined the 39 existing sponsors. Member benefits were enhanced to include Lean Council and Executive Council memberships, and an additional level was added to attract smaller manufacturers. This year the number of events was down due to a vacancy in program administration; memberships were extended by nine months to compensate for the decline in activity.

From March 2015 through March 2016 the Network conducted two events:

- Bridgestone Tires, Wilson - March 26, 2015
- Pit Crew U (member only event) - April 15, 2015

Two Lean Improvement Councils were also held:

- Novartis in Holly Springs - July 14, 2015
- Grede in Biscoe - September 11, 2015

IES has begun working closely with the Community College System to plan more events for the coming year. mfgNC Connections continues to bring value to IES by enhancing engagement with its clients, resulting in expanded business opportunities with member companies.

mfgCON 2015

NCMEP hosted the inaugural **mfgCON** event October 20-21, 2015 at the McKimmon Center in Raleigh. The event welcomed almost 300 attendees and garnered very positive feedback. Professionals from best-in-class companies weighed in on technology, sustainability, workforce development, market building, innovation and continuous improvement. Industry Experts from large OEMs, small suppliers and emerging makers shared practical advice and take-away tips to achieve optimal results.

To conclude the conference, five NC manufacturing clients were presented with the inaugural **NCMEP Manufacturing Leadership Awards** to recognize excellence in:

- Leadership in Economic Development – GE Aviation
- Leadership in Continuous Improvement – Fiberon
- Leadership in Innovative Practice – AEG International

mfgCON is North Carolina's premier conference for manufacturing innovation, with two full days of presentations and breakout sessions exploring the newest ideas and best tools and resources in manufacturing today.

- Leadership in Workforce Development – PEMMCO
- Leadership in Sustainable Manufacturing – Ann’s House
- Overall Leadership in Manufacturing Excellence – Keihin Carolina System Technology

Planning is already underway with our NCMEP partners for the next mfgCon to take place in Greensboro October 18-19, 2016.

Manufacturing Day – MFG Day

On October 2, 2015, IES co-hosted a lively MFG Day event at Spoonflower, a Durham company that exemplifies modern manufacturing success. Spoonflower founders combined NC’s rich tradition of textile manufacturing with new technology and entrepreneurial zeal to create a world leader in on-demand digital printing of custom fabric. NC State Chancellor Randy Woodson addressed the gathering, noting that companies like Spoonflower show the growing need to increase diversity in STEM (science, technology, engineering and math) education. Several other university and industry leaders spoke at the event, which was attended by students from area high schools as well as professors and students from the NC State College of Textiles.

At the Mertek facility in Sanford, students from Lee County Schools took tours and saw how machines for test and assembly are made. At Central Carolina Community College, middle and high school curriculum teachers and their students toured the college’s Innovation Center and visited a manufacturing expo where local industries set up exhibits to showcase their company and products. Participating manufacturers included AMP-Cherokee, Caterpillar, Floorazzo Tile, Frontier Spinning Mills, Olympic Steel, This End Up Furniture, and Warren Oils, among others.

Approximately 75 North Carolina manufacturers and organizations hosted open houses and virtual events throughout the week to educate the public, student groups, local media, and legislators about the possibilities and the importance of modern manufacturing.

MFG Day was founded in 2012 by a national coalition of industry partners, including the NIST Manufacturing Partnership, and officially occurs on the first Friday in October. The goal is to increase public awareness of the importance of manufacturing and inspire a new generation of highly skilled workers.

Manufactured in North Carolina (MNC)

The MNC website received a major enhancement this year thanks to a \$250,000 ON_POINT B2B grant from NIST in December 2014. The grant was awarded to NCMEP to develop MNC into a stronger supply chain resource, and it will support two phases of improvement.

The first upgrade, implemented this year, was enormous; it focused on improving MNC’s design and usability, gave the site a new look and feel, and moved it to a more robust technical infrastructure. The new platform provides enhanced supplier profiles, improves search functionality and allows users to download supplier information into spreadsheets. The network also added an MNC admin to verify company profiles, create newsletters and make supplier requests available to members.

The MNC site allows users to directly email companies; in this annual report cycle, 2000 emails were sent and we had 108,000 users visit the site. Businesses enrolled in the network can now post public requests — e.g., a clothing designer could post for a manufacturer to help produce a new line of shoes.

MNC established partnerships with NCEast and NC Aerospace, presenting alongside them at forums across eastern North Carolina. MNC also created an enhanced data collection form by focusing on the needs of the state’s growing aerospace sector.

Manufactured in North Carolina (MNC) is an online supply chain database of NC manufacturers administered by NCMEP. NC manufacturers are listed free of charge and the database is free for users to access its 1200 active company profiles to find NC suppliers.

MNC members reported the following impacts in an annual user survey: \$30,000 in new sales, five new jobs and a 10-15 percent reduction in costs from contacts made through the site. MNC received a mentioned in Business NC's special section on the aerospace sector in its February edition.

MNC serves as a valuable resource for IES to learn more about the market and statewide manufacturers. The ON_POINT B2B grant funding will continue through November 2016; we are researching other grant programs to expand MNC's membership and position it as the premier manufacturing data tool for the state.

Southeastern OSHA Training Institute (OTI) Education Center

IES continues to serve as the lead organization of the Southeastern OSHA Training Institute (OTI) Education Center, in partnership with The University of Tennessee, since December 2007. IES ensures conformance to the performance criteria established by the US Department of Labor Occupational Safety and Health Administration (OSHA).

On March 1, 2016 a nationwide Outreach Training Program card process was launched by all OTI Education Centers. OSHA completion cards for Authorized OSHA Outreach Trainers and students are now made of durable plastic with authorizing logos, contact information of the authorizing OTI Education Center and a QR code for authentication. The Southeastern OTI Education Center now maintains an electronic database of authorized trainers and students, making the cards more fraud-resistant.

North Carolina Awards for Excellence Program (NCAfE)

The North Carolina Awards for Excellence Program (NCAfE) is the state's official gateway to apply to the Malcolm Baldrige National Quality Award. The Baldrige Award is given by the President of the United States to recognize U.S. organizations for performance excellence in business, healthcare, education and the nonprofit sector.

Organizations that effectively use the Baldrige Performance Excellence Criteria framework become eligible for the Malcolm Baldrige National Quality Award and position themselves as leaders in the area of world-class performance.

The stand-alone awards entity of NCAfE is now separate from the IES coaching function of Performance Excellence. This disconnection was achieved after more than a year of transition to create a sustainable business model based on best practices of similar programs across the state and to preserve the integrity of this important awards program.

NCAfE will be partnering closely with industry sector associations—such as the NC Hospitals Association and the NC League of Municipalities—along with the NC State Office of Science and Technology and the NC Governor's Office, to handle the distribution of all levels of the state awards.

Minerals Research Lab

IES continues to oversee the Minerals Research Laboratory (MRL) in Asheville, a world leader in research, development and implementation of mineral processing techniques for the mining and mineral processing industries.

The Mineral Processing Option (MPO) of the earth science degree program in the UNC-Asheville Environmental Studies department is in full swing. Response to the program has exceeded expectations, with 14 students taking courses in the MPO program during the 2015-2016 academic year.

Malcolm Baldrige National Quality Award - Congress established the Baldrige Performance Excellence Program in 1987 to recognize US companies for achievements in quality and business performance, and to raise awareness of the importance of quality and performance excellence in gaining a competitive edge in an increasingly global economy.

The Grant Program of The Society for Mining, Metallurgy & Exploration Inc. (SME) awarded an amount of \$4200 in October 2015 to MRL's education outreach program and scholarship funds for students. We intend to award about \$500.00 to deserving students in the MPO program this academic year.

MRL faculty made a presentation on the synergistic approach to beneficiation of aggregate fines and coal ash for beneficial reuse to the North Carolina Aggregate Association (NCAA) Marketing and Technical meeting in Greensboro, NC on December 2, 2015. MRL is organizing the 2016 annual joint meeting of SME in Asheville on April 22-23, 2016.

The in-state-sponsored project that is evaluating mineral tailings and aggregate fines for the production of synthetic aggregates is ongoing. Research has shifted to production of synthetic aggregates from the aggregate fines using geopolymer binder produced from coal fly ash. The synthetic aggregates can be produced at relatively lower temperatures by using the geopolymer cement as a binder.

The global downturn in mining industry continues to affect corporate-sponsored projects at MRL, but they remain solid. Corporate-sponsored projects are up slightly compared to last year, generating about \$83,000 in project revenues so far this year.

NC State Technology Incubator (TI)

The Technology Incubator on Centennial Campus continues to support early-stage tech company partners, offering its entrepreneurial resource and mentoring program, university partnerships, rental office, wet lab space and coworking/virtual memberships.

The program continued its support of NC entrepreneurs and internal and external program visibility through its successful partnerships with:

- the City of Raleigh
- NC State University Entrepreneurship Clinic/College of Management
- NC State University College of Design
- the NC Center of Innovation Network
- the Small Business Technology and Development Center

The Tech Incubator graduated seven companies from the program during this year. Current occupancy of Incubator offices and laboratories are 95 percent and 100 percent, respectively. As of March 31, 2015, the program supported 18 leasing clients and seven co-working clients. Current Incubator clients reported the creation of 16 new jobs (both full- and part-time) within their companies.

Current Incubator clients reported over \$5.5M in new funding during report period.

Plans to expand the program and locate an additional site with current TI partner The Garage (the NC State Entrepreneurship Initiative's student-based incubator) are still in the fundraising stage. Options to expand the program during the interim are in discussion; in particular, there exists potential to expand into the RTP area, which could allow the program to support more partners and create additional flexibility in its financial model.

NC STATE

Industry Expansion Solutions

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