

**THE PATHWAY TO THE FUTURE**  
**FY 2018 – FY 2020 Implementation Plan**

- Goal 1: Enhance the success of our students through educational innovation.**  
**Goal 2: Enhance scholarship and research by investing in faculty and infrastructure.**  
**Goal 3: Enhance interdisciplinary scholarship to address the grand challenges of society.**  
**Goal 4: Enhance organizational excellence by creating a culture of constant improvement.**  
**Goal 5: Enhance local and global engagement through focused strategic partnerships.**

OVERARCHING ACTIONS	INITIATIVES SUPPORTING THE STRATEGIC PLAN	GOALS					START YEAR				RESPONSIBILITY
		1	2	3	4	5	FY12-17	FY18	FY19	FY20	
<b>CULTIVATE EXCELLENCE &amp; CONTINUE INVESTING IN AREAS OF EMPHASIS</b>	<b>Enhance opportunities for interdisciplinary education, research and scholarship.</b>										
	Enhance the success of the Chancellor’s Faculty Excellence Program clusters through continued support for interdisciplinary programs and initiatives.		✓	✓			→	•			Executive VC & Provost
	Explore linkages between mechanisms that support centers, institutes, clusters, initiatives, collaboratives, etc. and refine administrative structures and funding models.		✓	✓				•			Executive VC & Provost VC Research & Innovation
	Provide funding for seed grants that support interdisciplinary research and engagement.		✓	✓			→	•			VC Research & Innovation Executive VC & Provost
	Review and implement improvements to the administrative structures (including the flow of funding) that support interdisciplinary academic programs.	✓	✓	✓				•			Executive VC & Provost
	Develop processes to review and award proposals for matching funding for graduate training grants to support interdisciplinary education and training.	✓		✓			→	•			Executive VC & Provost VC Research & Innovation
	Develop an approach to establishing undergraduate degree programs that allow for an interdisciplinary focus and/or integrative learning experiences.	✓		✓			→	•			Executive VC & Provost
	<b>Enhance commitment to a diverse and inclusive university.</b>										
	Ensure campus-wide communication efforts represent the importance of a diverse and inclusive campus community.	✓	✓	✓	✓	✓	→	•			VC University Advancement Executive VC & Provost
	Promote cultural competency through communication and training.	✓	✓		✓	✓		•			Executive VC & Provost
	Provide a centralized resource to coordinate integrated support to military-affiliated students.	✓			✓			•			VC & Dean DASA Executive VC & Provost
	Continue targeted efforts to recruit and retain a critical mass of diversity representation in students, faculty and staff so the campus community better represents the publics served by NC State.	✓	✓	✓	✓	✓	→	•			Executive VC & Provost
	Create programs to more fully integrate international and domestic non-residents as NC State community members.	✓	✓	✓		✓	→	•			Executive VC & Provost

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CULTIVATE EXCELLENCE & CONTINUE INVESTING IN AREAS OF EMPHASIS	<b>Increase the number of tenured and tenure-track faculty.</b>										
	Continue to refine financial models for the recruitment of tenured and tenure-track faculty and develop centralized and distributed models for funding and cost-sharing.		✓		✓		→	●			Executive VC & Provost VC Finance & Administration VC Research & Innovation
	Align growth in tenure and tenure-track faculty with ongoing and emerging strategic needs.		✓	✓				●			Executive VC & Provost VC Research & Innovation
	Focus fundraising efforts on new endowed professorships and chairs, and enhance donor stewardship and faculty recognition.		✓		✓	✓	→	●			VC University Advancement Executive VC & Provost VC Research & Innovation
	Assess, improve and institutionalize effective diverse faculty recruiting approaches (e.g., consideration of unconscious bias and efforts to expand the recruitment pool).	✓	✓	✓	✓	✓	→	●			Executive VC & Provost
	Continue monitoring faculty retention and use feedback to improve faculty retention efforts.		✓				→	●			Executive VC & Provost VC Research & Innovation VC Finance & Administration
	<b>Encourage focused campus partnerships, programs and communication to foster excellence in global engagement.</b>										
	Establish a gateway for faculty and student engagement with partner universities in Europe – NC State European Center in Prague.	✓	✓	✓		✓		●			Executive VC & Provost
	Facilitate higher levels of global engagement by improving systems and communication related to international hiring and financial processes.		✓	✓	✓	✓		●			Executive VC & Provost VC Finance & Administration
	Establish a coordinated process to identify opportunity for and procedures to develop international contracts, grants, and partnerships.		✓		✓	✓	→	●			Executive VC & Provost VC for Research & Innovation
	Encourage increased faculty global engagement by providing training, mentorship, seed grants, collaboration funding, recognition and awards.	✓	✓	✓		✓		●			Executive VC & Provost
	Effectively communicate NC State’s global network to campus partners to create synergies.	✓	✓		✓	✓	→	●			Executive VC & Provost VC University Advancement
	Assess global engagement activities through improved tracking and monitoring systems.		✓		✓	✓	→	●			Executive VC & Provost

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<b>ENHANCE STUDENT, FACULTY &amp; STAFF SUCCESS</b>	<b>Improve student success through improved admissions, enrollment, and retention.</b>										
	Continue to develop alternative pathways for admissions through Spring Connections, transfer programs and community college articulation agreements.	✓					→	●			Executive VC & Provost
	Develop and enhance programs at NC State European Center in Prague.	✓				✓		●			Executive VC & Provost
	Analyze capacity drivers and resource constraints for high-demand undergraduate programs and recommend solutions to remove constraints.	✓					→	●			Executive VC & Provost
	Continue to develop new and effective intervention strategies to retain students.	✓					→	●			Executive VC & Provost
	Review and improve processes for placement in entry STEM courses.	✓						●			Executive VC & Provost
	Monitor and improve efforts to increase the recruitment, application and yield of underrepresented undergraduate students.	✓					→	●			Executive VC & Provost
	Strengthen our ability to recruit top students by implementing SLATE, a CRM application management system.	✓						●			Executive VC & Provost
	Effectively communicate the value placed on a diverse university community to potential graduate student applicants.	✓						●			Executive VC & Provost
	<b>Provide integrated support services: One Stop Shop–Student Central.</b>										
	Co-locate cashier’s office, registration and records and office of scholarship and financial aid to provide a unified face to student services.	✓			✓		→	●			Executive VC & Provost VC Finance & Administration
	Cross train staff in high demand services (e.g., student accounts, financial aid and registration as well as admissions, dining, & housing).	✓			✓		→	●			Executive VC & Provost
	Create a physical space and complementary virtual space consistent with NC State’s brand.	✓			✓		→	●			Executive VC & Provost
	<b>Promote undergraduate student success through high impact experiences.</b>										
	Continue development of interdisciplinary first year inquiry courses linked to living and learning villages/learning communities.	✓		✓			→	●			VC & Dean DASA
	Continue to grow undergraduate research, internship and on-campus work opportunities.	✓	✓			✓	→	●			Executive VC & Provost VC & Dean DASA VC Research & Innovation
	Increase student participation in immersive, high-impact study abroad, service-learning, global internships, and other local and global learning activities.	✓				✓	→	●			VC & Dean DASA Executive VC & Provost
Assess and improve as needed the network of professional advisors across campus.	✓				✓	→	●			VC & Dean DASA	

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ENHANCE STUDENT, FACULTY & STAFF SUCCESS	<b>Promote higher-order skills in critical and creative thinking: TH!NK – a quality enhancement program.</b>										
	Continue and expand delivery of workshops and faculty learning—community to provide support in developing classroom experiences for students that enhance higher-order thinking skills.	✓	✓				→	●			VC & Dean DASA Executive VC & Provost
	Expand and assess the implementation of pedagogical strategies designed to cultivate students’ higher-order thinking competencies in undergraduate-serving courses and curricula.	✓			✓			●			VC & Dean DASA Executive VC & Provost
	Explore strategies to integrate TH!NK training and mentoring into existing infrastructure.	✓	✓					●			VC & Dean DASA Executive VC & Provost
	Build collaboration with libraries to integrate introduction to library resources including Makerspace, the Digital Media Production lab and the Visualization lab during TH!NK faculty workshops.	✓						●			VC & Dean DASA Executive VC & Provost
	<b>Serve the needs of undergraduate students through initiatives provided by the University College.</b>										
	Provide enhanced advising coordination for all undecided students, those needing more assistance, and those considering or actively transferring into new majors.	✓					→	●			VC & Dean DASA Executive VC & Provost
	Provide a uniform administrative environment within University College for all unaffiliated academic departments and their faculty.	✓	✓				→	●			VC & Dean DASA Executive VC & Provost
	Serve as an incubator and, where appropriate, administrative home for interdisciplinary undergraduate curricula, minors and certificates creating a place for shared experiences and sense of identity across colleges.	✓					→	●			VC & Dean DASA Executive VC & Provost
	<b>Promote graduate student and post-doctoral success.</b>										
	Pursue opportunities to increase doctoral completion and reduce time-to-degree.	✓	✓	✓			→	●			Executive VC & Provost VC Finance & Administration
	Offer co-curricular professional development and skills building to enhance the academic experience of graduate and post-doctoral students.	✓						●			Executive VC & Provost
	Launch, assess and continuously improve GradPath - a web and mobile app that allows students to monitor their academic progress and co-curricular professional development activities.	✓					→	●			Executive VC & Provost
	Continue to assess and improve graduate and post-doctoral student mentoring at NC State.	✓	✓			✓	→	●			Executive VC & Provost

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ENHANCE STUDENT, FACULTY & STAFF SUCCESS	<b>Promote a culture of entrepreneurship in support of NC State students, faculty, staff and alumni.</b>											
	Provide structure and resources that promote campus collaboration and community outreach.			✓	✓	✓		●				Executive VC & Provost
	Provide a consistent message about NC State entrepreneurship and shared communications platform.	✓	✓		✓			●				Executive VC & Provost
	Unify entrepreneurship efforts across campus through an alliance model that encourages interdisciplinary collaboration and streamlined communication without sacrificing individual mission statements.			✓	✓			●				Executive VC & Provost
	Highlight the successes of our stakeholders in the areas of research, teaching and outreach as well as show the impacts of NC State's programs and resources nationally and internationally.	✓	✓			✓		●				Executive VC & Provost
	<b>Create a culture of continuing professional development for staff and faculty.</b>											
	Provide ongoing leadership, management and supervisory training for department heads, unit heads and supervisors.				✓		→	●				Executive VC & Provost VC & General Counsel VC Finance & Administration
	Develop ongoing education programs and compliance communications for staff, faculty and administrators to enable them to do their jobs more effectively.				✓		→	●				Executive VC & Provost VC & General Counsel VC Finance & Administration VC Research & Innovation
	Develop financial training modules to inform unit leaders on strategic resource awareness and new funding allocation models.				✓		→	●				VC Finance & Administration Executive VC & Provost
	Expand opportunities for professional development for faculty (e.g., training in grant development, leadership skills, global engagement and effective networking.)				✓	✓	→	●				Executive VC & Provost VC Research & Innovation
	<b>Enhance institutional pride.</b>											
	Reinforce the University's "Think and Do" Brand to continue to elevate institutional reputation.	✓	✓	✓	✓	✓	→	●				VC University Advancement
	Utilize the University's "Think and Do" brand to communicate internally and externally the success of our diverse community of students, faculty and staff.	✓	✓	✓	✓	✓	→	●				VC University Advancement
	Continue to elevate the quality of University special events to promote pride in place.	✓			✓	✓	→	●				VC University Advancement Director of Athletics
	Develop shared spaces to inspire community, collaboration and innovation.	✓	✓	✓	✓		→	●				VC Finance & Administration
	Continue to engage and mobilize the extensive network of alumni in key regions of North Carolina, the US and around the globe.					✓	→	●				VC University Advancement

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<b>IMPROVE INSTITUTIONAL EFFECTIVENESS WHILE GROWING &amp; REALIGNING RESOURCES</b>	<b>Improve institutional data integration and analytic capacity.</b>										
	Work with internal stakeholders to properly link data management procedures and analytic information needs.				✓		→	●			Executive VC & Provost
	Complete the roll-out of the institutional FACTBOOK utilizing consistent graphical presentation layers of summary reports and drill-down capability.				✓			●			Executive VC & Provost
	Launch online university-wide Admission Status Reporting (ASR) system				✓			●			Executive VC & Provost
	Continue development of the Institutional Data Profiles (IDP) focusing on departmental detail.				✓			●			Executive VC & Provost
	Focus on improving reporting elements to be inclusive of cross-organizational efforts reflecting collaborative work aligned to meet strategic goals.				✓			●			Executive VC & Provost
	Continue efforts to model instructional capacity under changing enrollment trends.				✓			●			Executive VC & Provost
	<b>Improve processes for providing support to the research enterprise.</b>										
	Identify differentiating and strategic research areas that reflect NC State's competitive expertise and advantages in order to communicate more effectively with external partners.				✓			●			VC Research & Innovation Executive VC & Provost
	Implement new enterprise research administration system (ERA).				✓			●			VC Research & Innovation VC Finance & Administration VC Information Technology
	Improve pre- and post-award services provided to researchers from SPARCS, Contracts & Grants, colleges, and other units by restructuring and improving research administration processes.				✓		→	●			VC Research & Innovation VC Finance & Administration Executive VC & Provost
	Expand and unify proposal development efforts across campus.		✓	✓	✓	✓	→	●			VC Research & Innovation
	Continue to streamline regulatory processes that affect research.		✓		✓		→	●			VC Research & Innovation Provost and Executive VC VC Finance & Administration
	Improve the delivery of services to researchers by University Shared Core Research Facilities via integration of lab management software platform into administrative practices.				✓			●			VC Research & Innovation
	Coordinate large-scale instrument acquisition strategies within University Shared Core Research Facilities with faculty recruitment and retention processes.		✓	✓	✓			●			VC Research & Innovation VC Finance & Administration VC Information Technology
Expand University Shared Core Research Facilities in coordination with the strategic research needs of the University.		✓	✓	✓			●			VC Research & Innovation VC Finance & Administration Executive VC & Provost	

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IMPROVE INSTITUTIONAL EFFECTIVENESS WHILE GROWING & REALIGNING RESOURCES	<b>Regularly review the effectiveness and efficiency of administrative processes.</b>											
	Engage in an effective strategic risk management process that involves identifying risks, assessing risks, developing mitigation measures, enhancing communication, and strengthening response measures.				✓	✓	→	●				Chancellor's Cabinet
	Continue to develop and maintain an effective organizational compliance and integrity program through subject matter self-assessments, use of best practices and enhanced corrective action reporting.				✓		→	●				Executive VC & Provost VC & General Counsel VC Finance & Administration VC Research & Innovation VC Information Technology
	Continue to review, evaluate and recommend improvements in administrative processes by documenting workflows, clarifying respective roles and responsibilities, and collaborating across divisions to obtain objectives.				✓		→	●				VC Finance & Administration VC & General Counsel VC Innovation and Research Executive VC & Provost
	<b>Regularly review the effectiveness and efficiency of academic programs.</b>											
	Continue to refine the tools and procedures for accreditation and assessment.	✓			✓		→	●				Executive VC & Provost
	Continue to enhance academic program quality and productivity review process.	✓			✓		→	●				Executive VC & Provost
	<b>Align campus physical infrastructure improvements and utilization with strategic plan.</b>											
	Connect grant and start-up needs with space.		✓	✓	✓		→	●				Executive VC & Provost VC Research & Innovation VC Finance & Administration
	Provide consistent technology and support in classroom.	✓			✓		→	●				Executive VC & Provost VC Finance & Administration
	Improve classroom and class lab utilization considering innovative pedagogy and scheduling efficiency.	✓			✓		→	●				Executive VC & Provost VC Finance & Administration
	Renovate space in D.H. Hill Library to create an Academic Student Success Center to provide comprehensive academic support services to students — including tutoring, academic coaching, drop-in academic advising and career counseling.	✓						●				Executive VC & Provost VC Finance & Administration
	Promote the use of the Campus Capacity and Assessment Study guiding principles to evaluate campus physical environment improvement ideas and projects.				✓			●				VC Finance & Administration Executive VC & Provost
	Develop and adopt a process to use an integrated priority list to objectively determine the university's highest needs for infrastructure and building projects (both major capital and significant repair and renovation work).		✓		✓			●				VC Finance & Administration

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<b>IMPROVE INSTITUTIONAL EFFECTIVENESS WHILE GROWING &amp; REALIGNING RESOURCES</b>	<b>Develop resource management strategies to support the strategic plan and communicate internally to promote resource awareness.</b>										
	Determine current and near-term impact to resources due to changes in the calculation and allocation of university enrollment change funding and communicate these impacts to campus.	✓	✓		✓	✓		●			Executive VC & Provost VC Finance & Administration
	Communicate with course generating units the impact of changing enrollment within the units.	✓	✓		✓	✓		●			Executive VC & Provost
	Review F&A generation and allocation and refine processes to help ensure significant return on investment in NC State’s research infrastructure.		✓		✓			●			Executive VC & Provost VC Finance & Administration VC Research & Innovation
	Further refine funding allocation models to incentivize strategic investments at the unit-level.				✓		→	●			Executive VC & Provost VC Finance & Administration VC Research & Innovation
	Strategically target additional academic programs to be considered for premium tuition and program enhancement fees.	✓			✓		→	●			Executive VC & Provost VC Finance & Administration
	<b>Enhance private support to the University.</b>										
	Continue to promote top fundraising priorities with a focus on alignment to the Strategic Plan.	✓	✓	✓	✓	✓	→	●			VC University Advancement
	Continue to build out the University’s advancement infrastructure to achieve success in the “Think and Do the Extraordinary” Campaign, and beyond.	✓	✓	✓	✓	✓	→	●			VC University Advancement
	Evaluate original Campaign goals and adjust as necessary.				✓		→	●			VC University Advancement
	Refine internal advancement processes, systems, procedures to optimize fundraising production.				✓			●			VC University Advancement
	Develop and foster a culture of philanthropy campus-wide among students, faculty and staff.				✓			●			VC University Advancement