

THE PATHWAY TO THE FUTURE
FY 2015 – FY 2017 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	FY12-14	FY15	FY16	FY17		
CULTIVATE EXCELLENCE & CONTINUE INVESTING IN AREAS OF EMPHASIS	Enhance opportunities for interdisciplinary education, research and scholarship.											
	Initiate a call for proposals for the second round of Chancellor’s Faculty Excellence Program for four to six new clusters.		✓	✓			→	•				Provost & Executive VC
	Expand disciplinary doctoral funding to include targeted cross-disciplinary initiatives.		✓	✓					•			Provost & Executive VC
	Evaluate appropriate number and mix of cross-college umbrella degree programs in the biological sciences and health systems.	✓	✓	✓					•			Provost & Executive VC
	Evaluate administrative structure required to support cross-college environment and sustainability programs inclusive of interdisciplinary research and teaching.	✓	✓	✓	✓					•		Provost & Executive VC
	Nurture other emergent campus based-initiatives arising from our interdisciplinary culture.		✓	✓					•			Provost & Executive VC VC Research & Innovation
	Explore new undergraduate degree programs to encourage multi/interdisciplinary focus.	✓		✓					•			Provost & Executive VC
	Coordinate efforts in communication of science and citizen science emerging in the colleges.		✓	✓					•			Provost & Executive VC
	Provide funding for seed grants that support interdisciplinary research and engagement.		✓	✓			→	•				VC Research & Innovation
	Enhance commitment to a diverse university.											
	Ensure central communication efforts represent the importance of a diverse campus community.	✓	✓	✓	✓	✓			•			VC University Advancement Provost & Executive VC
	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.	✓	✓	✓	✓	✓	→	•				Provost & Executive VC
	Create programs to more fully integrate international and domestic non-residents as NC State community members.	✓	✓	✓		✓	→	•				Provost & Executive VC

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CULTIVATE EXCELLENCE & CONTINUE INVESTING IN AREAS OF EMPHASIS	Increase the number of tenured and tenure-track faculty.										
	Assess, improve and institutionalize effective diverse faculty recruiting approaches (e.g., consideration of unconscious bias and efforts to expand the recruitment pool).	✓	✓	✓	✓	✓		●			Provost & Executive VC
	Continue monitoring faculty retention and use feedback to improve faculty retention efforts.		✓					●			Provost & Executive VC VC Research & Innovation VC Finance & Business
	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.		✓		✓		→	●			Provost & Executive VC VC Finance & Business
	Focus fundraising efforts on new endowed professorships and chairs as well as existing programs such as University Faculty Scholars.		✓		✓			●			VC University Advancement Provost & Executive VC
	Determine strategic disciplinary areas of growth and develop college specific targets for additional tenured and tenure track faculty.	✓	✓						●		Provost & Executive VC
	Encourage focused campus partnerships to foster excellence in global engagement.										
	Establish a coordinated process to identify opportunity for and procedures to develop international grants.		✓		✓	✓			●		Provost and Executive VC VC for Research & Innovation
	Effectively communicate NC State's global network to campus partners to create synergies.	✓	✓		✓	✓		●			Provost & Executive VC VC University Advancement
	Assess global engagement activities through improved tracking and monitoring systems.		✓		✓	✓			●		Provost & Executive VC

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ENHANCE STUDENT, FACULTY & STAFF SUCCESS	Improve student success through improved admissions, enrollment, and retention.										
	Develop alternative pathways for admissions through the community college system.	✓					→	●			Provost & Executive VC
	Centrally manage all internal and external transfer admissions.	✓							●		Provost & Executive VC
	Analyze capacity drivers and resource constraints for high-demand undergraduate programs and recommend solutions to remove constraints.	✓							●		Provost & Executive VC
	Develop new and effective intervention strategies to retain students	✓						●			Provost & Executive VC
	Monitor and improve efforts to increase the yield of underrepresented students.	✓						●			Provost & Executive VC
	Monitor and improve the ratio of graduate to undergraduate students as needed.	✓	✓				→	●			Provost & Executive VC
	Develop strategies to improve graduate student recruitment (e.g., cross-college first year doctoral programs in targeted areas).	✓	✓						●		Provost & Executive VC
	Provide integrated support services: One Stop Shop–Student Central.										
	Co-locate cashier’s office, registration and records and office of scholarship and financial aid to provide a unified face to student services.	✓			✓				●		Provost & Executive VC VC Finance & Business
	Cross train staff in high demand services (e.g., student accounts, financial aid and registration as well as admissions, dining, & housing).	✓			✓				●		Provost & Executive VC
	Create a physical space and complementary virtual space consistent with NC State’s brand.	✓			✓				●		Provost & Executive VC
	Promote undergraduate student success through high impact experiences.										
	Implement first year Interdisciplinary Life Sciences Program.	✓							●		Provost & Executive VC
	Develop and implement first year interdisciplinary Environmental Sciences Program.	✓		✓						●	Provost & Executive VC VC & Dean DASA
	Continue development of interdisciplinary first year inquiry courses linked to living and learning villages/learning communities.	✓		✓			→	●			VC & Dean DASA
	Continue to grow undergraduate research and internship opportunities.	✓	✓				→	●			Provost & Executive VC VC & Dean DASA
	Increase student participation in immersive, high-impact study abroad, service-learning, global internships, and other local and global learning activities.	✓				✓	→	●			VC & Dean DASA Provost & Executive VC
	Assess and improve as needed the network of professional advisors across campus.	✓					→	●			VC & Dean DASA

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ENHANCE STUDENT, FACULTY & STAFF SUCCESS	Promote higher-order skills in critical and creative thinking: THINK – a quality enhancement program.										
	Deliver workshops and create a faculty learning-community to provide support in developing classroom experiences for students that enhance higher-order thinking skills.	✓						●			VC & Dean DASA Provost & Executive VC
	Implement pedagogical strategies designed to cultivate students' higher-order thinking competencies in first-year courses across campus.	✓						●			VC & Dean DASA Provost & Executive VC
	Explore the implementation of THINK in second-year and upper-division courses based on assessment data and faculty engagement.	✓							●		VC & Dean DASA Provost & Executive VC
	Explore the establishment of a University College to better serve the needs of undergraduate students through the following initiatives.										
	Provide enhanced advising coordination for all undecided students, those needing more assistance, and those considering or actively transferring into new majors.	✓						●			Provost & Executive VC VC & Dean DASA
	Provide a uniform administrative environment for all unaffiliated academic departments and their faculty in DASA.	✓	✓					●			Provost & Executive VC VC & Dean DASA
	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.	✓						●			Provost & Executive VC VC & Dean DASA
	Promote graduate student and post-doctoral success.										
	Pursue opportunities to increase doctoral completion and reduce time-to-degree.	✓	✓	✓					●		Provost & Executive VC VC Research & Innovation VC Finance & Business
	Develop common set of expectations for and develop and implement best practices for regular review of Graduate Faculty status.	✓	✓				→			●	Provost & Executive VC
	Assess and improve the impact of workshops, as needed, for post-doctoral scholars, faculty, and staff on effective mentoring.	✓	✓				→	●			Provost & Executive VC
Develop assessment tools for faculty mentoring of doctoral students.	✓	✓				→	●			Provost & Executive VC	

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ENHANCE STUDENT, FACULTY & STAFF SUCCESS	Create a culture of continuing professional development for staff and faculty.										
	Provide ongoing leadership and management training for department and unit heads.				✓		→	•			Provost & Executive VC VC & General Counsel
	Develop ongoing education programs and compliance communications for staff, faculty and administrators to enable them to do their jobs effectively.				✓				•		Provost & Executive VC VC & General Counsel VC Finance & Business
	Develop financial training modules to inform unit leaders on strategic resource awareness and new funding allocation models.				✓				•		VC Finance & Business Provost & Executive VC
	Expand opportunities for professional development for faculty (e.g., training in grant development, leadership skills, and effective networking.)				✓		→	•			Provost & Executive VC VC Research & Innovation
	Enhance institutional pride.										
	Continue the effective roll-out of the University's refreshed brand to elevate the university's reputation.	✓	✓		✓				•		VC University Advancement
	Utilize the University's refreshed brand when communicating internally and externally the success of our diverse community of students, faculty and staff.	✓	✓	✓	✓	✓	→	•			VC University Advancement
	Continue to utilize approaches to university events that promote pride in place for students, faculty, staff and alumni.	✓			✓	✓	→	•			VC University Advancement Director of Athletics
	Develop shared spaces to inspire community, collaboration and innovation.	✓	✓	✓	✓		→	•			VC Finance & Business
Expand alumni outreach and engagement in key areas in NC, the US and the world.					✓			•		VC University Advancement	

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IMPROVE INSTITUTIONAL EFFECTIVENESS WHILE GROWING & REALIGNING RESOURCES	Improve institutional data integration and analytic capacity.											
	Create an institutional data hub that allows campus users to process and seamlessly integrate information from multiple data sources across the university.				✓						●	Provost & Executive VC VC Information Technology
	Establish an analytic research agenda to explore and explain significant institutional planning issues (e.g., resource allocation strategies, faculty retention, and course demand).				✓						●	Provost & Executive VC VC Finance & Business VC Information Technology
	Regularly review the effectiveness and efficiency of administrative processes.											
	Maintain an effective strategic risk management process.				✓						●	Executive Officers
	Develop and maintain an effective organizational compliance and ethics program.				✓						●	Provost & Executive VC VC & General Counsel VC Finance & Business VC Research & Innovation VC Information Technology
	Continue to review and recommend improvements in administrative processes.				✓		→				●	VC Finance & Business VC & General Counsel
	Continue the strategic implementation of shared services that provide effective and efficient business processes.				✓		→				●	VC Finance & Business
	Regularly review the effectiveness and efficiency of academic programs.											
	Continue to refine procedures for academic program review.	✓			✓		→				●	Provost & Executive VC
	Work with internal stakeholders to properly link data management procedures and analytic information needs.				✓						●	Provost & Executive VC
	Devise new tools to assist units throughout the review and assessment processes, including documentation of accreditation requirements, policy context and best practices.	✓			✓						●	Provost & Executive VC
	Improve processes for providing support to the research enterprise.											
	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 & Business
	Improve pre- and post-award services provided to researchers from SPARCS and Contracts & Grants by aligning and streamlining research administration processes.				✓						●	VC Research & Innovation VC Finance & Business
	Continue to implement online process for gathering input and prioritizing the acquisition of high end, specialized equipment for shared facilities and service centers.		✓	✓	✓		→				●	VC Research & Innovation VC Finance & Business VC Information Technology
Continue development of improved processes for funding shared equipment and facilities.		✓	✓	✓		→				●	VC Research & Innovation VC Finance & Business Provost & Executive VC	

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IMPROVE INSTITUTIONAL EFFECTIVENESS WHILE GROWING & REALIGNING RESOURCES	Align campus physical infrastructure improvements and utilization with strategic plan.										
	Connect grant & start-up needs with space.		✓	✓	✓				●		Provost & Executive VC VC Research & Innovation VC Finance & Business
	Renovate and re-purpose space while rewarding innovation and new ideas.		✓	✓	✓			●			Provost & Executive VC VC Finance & Business VC Research & Innovation
	Provide consistent technology and support in classroom.	✓			✓			●			Provost & Executive VC VC Finance & Business
	Improve classroom and class lab utilization considering innovative pedagogy and scheduling efficiency.	✓			✓				●		Provost & Executive VC VC Finance & Business
	Develop resource generation, cost-cutting and reallocation strategies to support the strategic plan.										
	Refine funding allocation models to incentivize strategic investments at the unit-level.				✓			●			Provost & Executive VC VC Finance & Business
	Develop allocation models for enrollment change funding that will distribute financial impacts and incentivize the delivery of courses needed by students for progress toward degrees.	✓			✓			●			Provost & Executive VC VC Finance & Business
	Explore the use of specific program enhancement fees charged to students to enhance their educational experience.	✓			✓			●			Provost & Executive VC VC Finance & Business
	Strategically target additional master's programs to be considered for premium tuition.	✓			✓				●		Provost & Executive VC VC Finance & Business
	Conduct a market analysis exploring opportunities to strategically grow doctoral enrollment.	✓	✓	✓	✓			●			Provost & Executive VC VC Finance & Business
	Evaluate 2014 doctoral stipend program and GSSP program relative to incentives for external funding and make recommendations to improve funding potential.		✓	✓	✓			●			Provost & Executive VC VC Finance & Business
	Continue evaluation and refinement of ideas through the Strategic Resource Management process.				✓			●			Provost & Executive VC VC Finance & Business
	Enhance private support to the University.										
	Continue to refine 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 effectively implement a successful fundraising campaign.				✓			●			VC University Advancement
	Focus on principal, leadership and major gifts during nucleus phase leading to a public launch of the campaign.				✓				●		VC University Advancement
	Launch public phase of campaign.				✓					●	VC University Advancement