

THE PATHWAY TO THE FUTURE

- 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	FY 12	FY 13	FY 14	
REFINE & INVEST IN AREAS OF EMPHASIS	Refine our strategic areas of emphasis.	X	X	X			•			
	Sponsor campus-wide competitions for interdisciplinary teams to seek funding to encourage cross-cutting working groups and to assemble teams to address the 'big' societal challenges.	X	X	X			•			Provost and Executive VC
	Incorporate faculty input through task force and committee discussions.		X	X			•			Provost and Executive VC
	Increase the number of tenure and tenure track faculty.	X	X	X			•			
	Develop a program for targeted and competitive hiring of lead scholars who build opportunistic areas of strength to increase the research capacity of interdisciplinary programs/research collectives.	X	X	X		X	•			Provost and Executive VC
	Set specific targets for increasing the number of tenured and tenure-track faculty. Develop a financial plan for reaching the targets over a five-year period.		X	X				•		Provost and Executive VC VC for Finance & Business
	Support interdisciplinary and/or cluster faculty hires.		X	X				•		Provost and Executive VC
	Reallocate resources to strategic interdisciplinary programs.	X	X	X	X			•		Provost and Executive VC VC for Finance & Business VC for Research & Innovation
	Develop and implement strategic funding models.	X	X	X	X	X		•		
	Develop funding models that ensure investment in university strategic priorities.	X	X	X	X	X		•		Provost and Executive VC VC for Finance & Business VC for Research & Innovation
	Create a central pool of funding to allow university administration the resources to invest in strategic priorities.	X	X	X	X	X		•		Provost and Executive VC VC for Finance & Business VC for Research & Innovation
	Create opportunities for strategic educational and scholarship partnerships that cross traditional academic units.	X	X	X	X		•			
	Expand the use of broader umbrella degrees to reduce number of graduate degrees and to allow for more flexible programs of interdisciplinary study.	X	X	X	X			•		Provost and Executive VC
	Establish policies and review, promotion and tenure processes that facilitate and encourage teaching and research across units on campus.	X	X	X				•		Provost and Executive VC
	Provide funding for seed grants that support interdisciplinary research and engagement.		X	X				•		VC for Research & Innovation

FY 2012 - FY 2014 Implementation Plan

OVERARCHING ACTIONS	INITIATIVES SUPPORTING THE STRATEGIC PLAN	GOALS					START YEAR			RESPONSIBILITY
		1	2	3	4	5	FY 12	FY 13	FY 14	
ENHANCE STUDENT, FACULTY, & STAFF SUCCESS	Improve student success through improved admission and enrollment management.	X	X	X	X	X	•			
	Develop alternative pathways for admissions through the community college system.	X						•		Provost and Executive VC
	Expand out-of-state and international recruiting activities.	X				X	•			Provost and Executive VC
	Establish a new process for intra-campus transfers, including a common application on-line site.	X					•			Provost and Executive VC
	Increase summer school enrollments, review and recommend summer school and DELTA funding models, and eliminate disparities in charges to campus students based on mode of delivery: DELTA v. lecture.	X			X		•			Provost and Executive VC VC for Information Technology
	Increase the number of international undergraduate students.	X				X	•			Provost and Executive VC
	Increase the ratio of graduate to undergraduate students.	X	X	X			•			Provost and Executive VC
	Determine demand and scope for new Living and Learning Villages.	X		X			•			
	Evaluate demand for new Living and Learning Villages considering suggestions such as an Environmental-Sustainability Village and a Social Justice Village.	X		X			•			Provost and Executive VC
	Develop interdisciplinary first year inquiry courses linked to living and learning villages/learning communities.	X		X				•		Provost and Executive VC
	Refine university's approach to global engagement.	X	X	X		X	•			
	Establish several key international hubs around the world to anchor a global network that branches out from those hubs.			X		X	•			Provost and Executive VC
	Increase student participation in immersive, high-impact study abroad, service-learning, global internships, and other local and global learning activities by facilitating access and creating necessary structures & programs.	X		X		X	•			Provost and Executive VC
	Establish university-wide seed and travel grants to faculty and staff for local and global research and engagement activities.		X					•		Provost and Executive VC VC for Research & Innovation
	Promote graduate student and post-doctoral success.		X	X			•			
	Develop annual workshops for post-doctoral scholars, faculty, and staff on effective mentoring.		X	X			•			Provost and Executive VC
	Develop common set of expectations for and develop and implement best practices for regular review of Graduate Faculty status.		X	X			•			Provost and Executive VC
	Promote undergraduate student success.	X	X	X		X	•			
	Determine the appropriate number of professional advisers in each college and in DUAP.	X						•		Provost and Executive VC
	Expand high impact educational experiences such for undergraduates (e.g., undergraduate research).	X	X	X		X	•			Provost and Executive VC VC for Research & Innovation
	Create a culture of continuing professional development for staff and faculty.	X	X	X	X		•			
	Provide periodic leadership and management training for department and unit heads.		X	X	X		•			Provost and Executive VC VC & General Counsel
	Expand opportunities for professional development for faculty (e.g., training in grant development, leadership skills, and effective networking.)		X					•		Provost and Executive VC VC for Research & Innovation
	Establish and support on-campus scholarly leave opportunities.		X	X					•	Provost and Executive VC
	Renew commitment to a diverse university.	X	X	X	X	X	•			
	Recruit and retain a critical mass of diversity representation in students, faculty and staff.	X	X	X	X	X	•			Provost and Executive VC
Create programs to more fully integrate international and domestic non-residents as NCSU community members.	X	X	X		X		•		Provost and Executive VC	

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ENHANCE STUDENT, FACULTY, & STAFF SUCCESS	Enhance institutional pride.	X	X	X	X	X	•			
	Communicate internally and externally the success of our students, faculty and staff.	X	X		X	X	•			Provost and Executive VC
	Develop approaches to university events that promote pride in place for students, faculty, staff and alumni.	X	X		X	X	•			VC for University Advancement Director of Athletics
	Develop shared spaces to inspire community, collaboration and innovation.	X	X	X	X			•		VC for Finance & Business
IMPROVE INSTITUTIONAL EFFECTIVENESS WHILE GROWING & REALIGNING RESOURCES	Develop and implement procedures for regular review of academic programs' efficiency and contributions to the university's mission and goals.	X	X		X		•			
	Review quality and efficiency of academic programs through an ad hoc, intensive campus-wide program evaluation.	X	X		X		•			Provost and Executive VC
	Develop and implement new procedures for regular review of academic programs henceforth.	X	X		X			•		Provost and Executive VC
	Identify and evaluate new opportunities for efficiency improvement and cost reduction.				X		•			
	Review and recommend improvements in administrative processes.				X		•			VC for Finance & Business VC for Information Technology VC & General Counsel
	Consolidate business processes and implement business operations centers.				X			•		VC for Finance & Business
	Promote evidence-based decision making.	X	X	X	X	X		•		
	Make available accurate data for academic and administrative activities that allow units to make the best possible decisions and that allow for a fair evaluation of programs and activities.	X	X	X	X	X		•		Provost and Executive VC VC for Finance & Business VC for Information Technology
	Develop on-line inventory and searchable database of existing physical and research infrastructure that meets the needs of multiple researchers across campus.		X		X		•			VC for Research & Innovation VC for Finance & Business
	Improve processes for providing support to the research enterprise.		X	X	X		•			
	Expand and unify proposal development efforts across campus.		X		X		•			VC for Research & Innovation
	Develop and implement standard approaches for administrative processes such as start-ups and cost-sharing.		X		X		•			VC for Research & Innovation Provost and Executive VC VC for Finance & Business
	Streamline regulatory processes that affect research such as the Institutional Review Board, Institutional Biosafety Committee, and Institutional Animal Care.		X		X			•		VC for Research & Innovation Provost and Executive VC VC for Finance & Business
	Develop a process for prioritizing and funding high end, specialized equipment for shared facilities and service centers.		X	X	X			•		VC for Research & Innovation VC for Finance & Business VC for Information Technology
	Increase endowment and annual giving.				X		•			
	Set targets for endowment growth as a part of the upcoming Capital Campaign.				X			•		VC for University Advancement
Conduct university-level review of fundraising structure to assess efficiency and effectiveness of current model and make recommendations.				X		•			VC for Finance & Business VC for University Advancement	
Align fundraising with resource needs and eliminate duplicative effort/costs between central and constituent-based fundraising organizations.	X	X		X			•		VC for University Advancement	