

THE PATHWAY TO THE FUTURE

NORTH CAROLINA STATE UNIVERSITY STRATEGIC PLAN 2011-2020

In summer of 2010, Chancellor Randy Woodson launched a strategic planning initiative to produce a vision and action plan to guide NC State for the next decade. A campuswide effort led by Provost Warwick Arden and then-Chair of the Faculty Margery Overton engaged nearly 160 faculty, students, and staff on nine task forces in addition to many individuals and constituent groups who participated in forums and provided feedback. The Board of Trustees unanimously endorsed the final plan at their April 2011 meeting.

In the summer and fall of 2011, an implementation plan that specifies responsibility and a timeline for initiatives associated with the five goals was developed. Metrics to assess NC State's progress toward meeting its strategic goals were also selected. Baseline values for each metric are now being established, and target values will be set and shared in the coming months. This short reference document highlights the foundation of the plan (NC State's Mission, Vision, and Values) and provides a brief overview of the plan's five goals and supporting strategies.

Read the complete plan and get updates on NC State's progress at

info.ncsu.edu/strategic-planning

NC State Mission

As a research-extensive land-grant university, North Carolina State University is dedicated to excellent teaching, the creation and application of knowledge, and engagement with public and private partners. By uniting our strength in science and technology with a commitment to excellence in a comprehensive range of disciplines, NC State promotes an integrated approach to problem solving that transforms lives and provides leadership for social, economic, and technological development across North Carolina and around the world.

NC State Vision

NC State University will emerge as a preeminent technological research university recognized around the globe for its innovative education and research addressing the grand challenges of society.

NC State Values

*Consonant with our history, mission, and vision,
NC State University affirms these core values:*

Integrity in the pursuit, creation, application, and dissemination of knowledge

Freedom of thought and expression

Respect for cultural and intellectual diversity

Responsibility for individual actions and service to society

Stewardship in sustaining economic and natural resources

Excellence in all endeavors

GOAL 1**Enhance the success of our students through educational innovation**

While balancing access with quality, NC State must ensure that our students make timely progress toward an NC State degree, and along the way, must provide educational opportunities that inspire them to lead, to serve, to challenge, to take responsibility, to build problem-solving skills, and to engage with complex problems.

Strategies

- Enroll a greater percentage of external undergraduate transfer students.
- Increase geographic diversity by enrolling more out-of-state and international students.
- Improve retention and graduation rates.
- Facilitate intracampus transfer.
- Explore a new proactive advising model for freshmen and students in transition.
- Improve mentoring of graduate students.
- Provide high-impact educational experiences for undergraduates.

GOAL 2**Enhance scholarship and research by investing in faculty and infrastructure**

NC State's research culture permeates every aspect of our essence as a university. It structures our thought, informs our teaching, and directs our engagement beyond the campus. It is the foundation on which we build an innovative learning environment that engages our faculty, undergraduates, and graduate students alike. NC State's research quality determines our impact on the work force, on the economy, on the advance of knowledge, and on the human condition.

Strategies

- Increase the number of tenured and tenure-track faculty.
- Recruit leading scholars whose work is influential in their fields and on the world.
- Provide opportunities to facilitate faculty career development.
- Build a robust research infrastructure.
- Align research resources to advance the capacity of our researchers and partners.
- Promote flexible, lean, and efficient administrative processes for research.

GOAL 3**Enhance interdisciplinary scholarship to address the grand challenges of society**

The history and mission of NC State call for us to address the major challenges that confront the world. Addressing complex problems with many disciplinary aspects requires assembling teams of scholars with varied skills and diverse perspectives. We will maximize the impact of NC State's research by concentrating our research resources in areas

where we have strategic strengths and by creating a culture of collaboration and interdisciplinarity that will enrich not only our research activities, but also our teaching and engagement.

Strategies

- Continually refine broad areas of emphasis in which NC State has strategic research strength.
- Concentrate investment of university resources in identified areas of emphasis.
- Lower the barriers between disciplines and departments.
- Establish processes to facilitate and reward interdisciplinary research.
- Reorganize graduate training into more flexible graduate fields of study.

GOAL 4**Enhance organizational excellence by creating a culture of constant improvement**

An excellent university is pervasively excellent. The standard of excellence applies to all NC State faculty and staff and to all departments, institutes, centers, and units. But excellence is not a static target. Achieving excellence requires constant attention, self-assessment, inclusion, and the courage to change and adapt.

Strategies

- Enhance institutional pride among all staff, faculty, and students.
- Encourage diversity and inclusion.
- Facilitate work/life balance.
- Promote collaborations among faculty and staff.
- Configure university support services for efficiency and effectiveness.
- Align resource allocation with strategic priorities.
- Diversify financial resources.

GOAL 5**Enhance local and global engagement through focused strategic partnerships**

As the world has changed, NC State's reach has expanded beyond our borders and across the globe, challenging us to be locally responsive to the needs of our community and our state while globally engaged in solving the grand challenges facing our global community.

Strategies

- Support and provide opportunities for increasing students' civic and global knowledge, experience, and perspectives.
- Support and provide incentives for faculty and staff to engage in collaborative global scholarship.
- Enhance active and sustainable partnerships, locally, regionally, and globally.