Guidelines for Strategic Planning Task Forces

Background

In summer of 2019, Chancellor Woodson charged Executive Vice Chancellor and Provost Warwick Arden with launching a planning process for NC State’s next 10 year strategic plan. Provost Arden appointed Margery Overton, Interim Senior Vice Provost for Institutional Research and Planning and Vice Provost for Academic Strategy, to co-chair the process. Senior leadership planned a retreat to launch this process held on September 3, 2019 comprised of the Chancellor, Vice Chancellors, Associate Vice Chancellors, Deans, Senior Vice Provosts, Vice Provosts, Student Body President, Student Senate President, Graduate Student Association President, Staff Senate Chair and Chair of the Faculty.

Based on the retreat discussion, trends in higher education and the desire to build on the previous successful strategic plan, nine themes were identified to frame our strategic planning process. These themes were shared with the Chancellor’s Cabinet for input and refinement. Mid-November we formalized the nine task force names and started the process for identifying co-chairs and populating the membership. In each case the co-chairs for the task forces were selected to have one who is a senior administrator and the second a faculty, staff or student with background to guide discussions relevant to that task force. To populate the memberships of the task forces, leadership:

- Appointed those who were included in the retreat planning session.
- Identified campus staff with experience relative to the nine task forces as well as reached out to the staff senate chair for recommendations.
- Identified faculty who had experience and were inclusive of groups such as faculty senators, research leadership academy, departments heads, professional track faculty as examples.
- Asked the student body president and graduate student association president to select students.

As a result, roughly 160 task force members were selected from faculty, students, and staff from across the campus. Each task force will be expected to produce a white paper report as a result of the meetings and campus input.

Concurrently, the Strategic Planning Executive Steering Committee was formed consisting of membership from the Provost’s senior leadership team and Chancellor’s Cabinet. This group will provide guidance to the task forces, as well as review and compile task force reports into a strategic planning document.

For more information, see https://strategicplan.ncsu.edu/nc-states-next-strategic-plan/
Idea/Resources

University mission and values

1. **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.

2. **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.

3. **Values:**
   a. Integrity—in the pursuit, creation, application, and dissemination of knowledge
   b. Freedom—of thought and expression
   c. Respect—for cultural and intellectual diversity
   d. Responsibility—for individual actions and service to society
   e. Stewardship—in sustaining economic and natural resources
   f. Excellence—in all endeavors

   [https://leadership.ncsu.edu/university-mission/](https://leadership.ncsu.edu/university-mission/)

Expertise and Campus Input.

1. Rely on your own experience.
2. As a member of this task force, you are a representative of a constituent group from the NC State community. Solicit input from other individuals, relevant university standing or advisory committees as well as other task forces.
3. The university strategic planning website provides an opportunity for the entire community to provide input. This information will be regularly routed to task force co-chairs.
4. If you want to solicit additional campus input, contact Kelly Wick; this will be coordinated with other task forces’ efforts, as needed.

Campus Data

1. Institutional Research and Planning [https://oirp.ncsu.edu/](https://oirp.ncsu.edu/)
2. Enrollment Management and Services Data Analysis and Research [https://data.emas.ncsu.edu/#data-1](https://data.emas.ncsu.edu/#data-1)
3. Existing Survey Data available
   a. [https://oirp.ncsu.edu/surveys/survey-reports/facultystaff-surveys/](https://oirp.ncsu.edu/surveys/survey-reports/facultystaff-surveys/)
4. Contact strategic-planning@ncsu.edu for any other existing data needs
Overlap
1. There will be overlap in the focus and interests of the task forces, which could lead to innovative ideas and broader perspective. Task force co-chairs can solicit new ideas and reconcile competing ideas at co-chair meetings with Strategic Planning Leadership.

Resources
Inside Higher Ed: Stop Planning!
EAB: Hidden Enemies to Strategy

Report Format and Deadline
Please organize your final report using the following outline.

Context:
1. Describe the central challenges facing NC State that are key to our success in this area.
2. Provide a brief overview of where we stand relative to facing those challenges, including initiatives that were started in the Pathway to the Future Strategic Plan including progress made.

Goals and strategies:
1. What should NC State strive to achieve in this area during the next 5 to 10 years?
2. What broad, university-wide, multi-year strategies should we adopt that will be “game changers?”

Specific Recommendations:
1. Propose and prioritize 2 to 5 themes to be addressed in the next strategic plan.
2. What initiatives or strategies would make progress within those themes.
3. Metrics will not be required but if you feel there are specific goals which need to be measured please include that.

Deadline
1. Final reports from the task forces will be due on June 1st.
2. The Strategic Planning Executive Steering Committee will review these reports and if needed follow up with questions or ask for more information.
3. Ideally these reports should be between 5 - 25 pages.

Monthly Co-Chair Meetings
1. Monthly meetings with co-chairs and strategic planning leadership will be scheduled for the following purpose:
   a. Provide updates on progress
   b. Ask questions for direction and guidance
Communication

The Provost’s office has put together a communication plan and will work with University Communications to ensure we are being as transparent and informative as possible around the process and progress. We will share further information with you.

Assistance

1. Staff support to your task force (e.g., for scheduling meetings, meeting minutes, updating websites etc.) will be provided by one of the co-chairs.
2. For information and assistance related to the university’s strategic planning website, contact Marielle Pocan (5-1283) or Kelly Wick (5-9770) or emailing strategic-planning@ncsu.edu.
3. Questions related to the overall process, task force report guidelines, open meetings requirements, and requests for university data may be directed to strategic-planning@ncsu.edu.

Satisfying the Open Meetings Law

1. Open meetings law information.
2. Send dates, times, and locations of meetings to strategic-planning@ncsu.edu at least 3 days in advance.
3. Take minutes of task force meetings for posting online, and maintain a file of all task force records.