

An aerial photograph of the North Carolina State University campus. In the foreground, the tall, white, stone Bell Tower stands prominently on a paved plaza with steps. To the right, the large, red-brick Old Chemistry Building with a grey roof and white columns is visible. The campus is surrounded by lush green trees and lawns. A red banner with white text is positioned at the top center of the image.

NC STATE

Final Report: The Pathway to the Future

NC State's 2011-2020 Strategic Plan



From the Chancellor

At NC State, strategic planning plays a crucial role in achieving our mission and vision. What we accomplished with the Pathway to the Future, NC State's 2011-2020 strategic plan, proves just how far we've come.

We have made tremendous progress toward creating a stronger university by pursuing these key goals: enhancing student success, investing in faculty and infrastructure, supporting interdisciplinary scholarship, pursuing organizational excellence and engaging locally and globally. Now, we move forward with Wolfpack 2030: Powering the Extraordinary, which builds exponentially on the foundation laid by our success in implementing the Pathway to the Future.

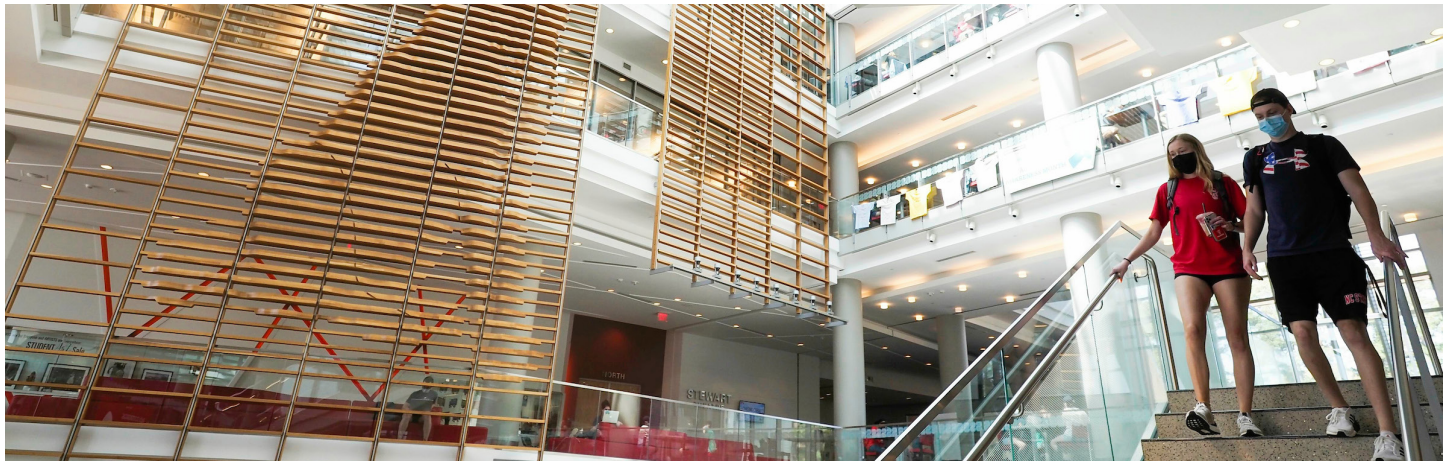
Faculty, staff, students, alumni and the community worked together to make our goals a reality. We faced society's grand challenges head-on, taking advantage of the opportunities before us to advance in teaching, learning, research, service and innovation. Along the way, we met strategic benchmarks and provided measurable results to show we were on the right track.

Because of this monumental effort by the Wolfpack community, we're stronger now than ever before — and we're poised for strategic growth in the future.

We've made NC State a more inclusive and welcoming community for all, while acknowledging that there's still much more to be done. Our plan has pushed us to increase access to the university, and it has empowered us to expand the breadth and depth of our impact at home and around the world.

Let's look back on how far we've come and get inspired to embrace where our Think and Do spirit will take us in the next 10 years.

Randy Woodson
Chancellor



Supporting Student Success

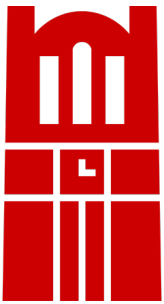
Goal 1: Enhance the success of our students through educational innovation.

With a commitment to our land-grant mission, NC State consistently seeks to balance access and quality throughout our students’ time on campus. From the first campus visit through commencement, our efforts support timely progress toward a degree. More than that, we want to prepare our students to Think and Do beyond campus and create the world in which they — and society at large — will thrive.

When prospective students seek out information about NC State, we want them to know we’re a university that will provide them with an outstanding educational experience, and they’ll emerge equipped to lead and serve while solving society’s grand challenges. During their undergraduate and graduate years, we want to help students develop these skills while growing academically and personally.

Once a student arrives at NC State, we not only want them to stay; we also want them to become a full-fledged member of the Wolfpack, outfitted with educational excellence and a clear path to current and future success.

Enrollment Management and Services at NC State provides critical services to students, parents and visitors



All incoming first-year students (with some exceptions) are required to live on campus.

Research shows that students living on campus are more involved in campus activities and are more likely to persist after their first year. Data also show that students who live on campus at NC State have higher GPAs and graduation rates than students living off campus.

throughout the student life cycle, from recruitment, enrollment and retention through graduation and beyond. Their work, along with the tireless efforts of university partners, has grown our enrollment to **more than 37,000 undergraduate and graduate students**, making us the largest university in North Carolina.

But these students didn’t just arrive by chance. Throughout our implementation of Pathway to the Future, we’ve made strategic strides to increase access across



93.5%

Undergraduate first-year retention rate for 2019 cohort

the board. These include transfer student initiatives like Student Transition Enrollment Advising and Mentoring program (STEAM), Community College Collaboration (C3), the 2+2 Engineering Program, the TRIO programs and the Juntos Program.

STEAM helps make higher education more accessible to rural students interested in pursuing agriculturally related majors. Participants take part in a summer session at NC State, then take their first semester of coursework at a North Carolina community college (or other institution).

C3 is a dual-admission, dual-enrollment program administered by NC State and more than 15 community colleges.

In the **2+2 Engineering Program**, students complete the first one to two years of an engineering curriculum at UNC Asheville, then transfer to NC State for two to three more years in the College of Engineering.

The **TRIO programs** help students overcome economic, social and cultural barriers to higher education.

Additionally, the **Juntos Program** helps Latinx students achieve high school graduation and attend higher education institutions like NC State.

Undergraduate Student Success

We follow up on recruitment efforts with myriad support systems for undergraduate students to spur them on to academic success. We’ve been able to increase **undergraduate first-year retention rates over the past decade to consistently more than 93%**. Retention and success over the academic career go hand in hand, and here’s how we support that:

Our **Life Sciences First-Year program**, a joint effort of the College of Agriculture and Life Sciences and the College of Sciences, helps students explore their academic interests before transferring into biochemistry, biological sciences, genetics, microbiology, nutrition science, plant biology or zoology. In a similar fashion, the **Environmental First Year program** gives students exposure to environment-related academics before officially transferring into a major.

NC State has 15 **Living and Learning initiatives** in which students share academic, personal and/or lifestyle interests. Eight villages and initiatives have been established since the beginning of Pathway to the Future (Women of Welch, Second-Year Transition and Transfer Experience, Wellness Village, EcoVillage, Engineering Village, Albright Entrepreneurs Village, Black Male Initiative and Native Space).

The **Division of Academic and Student Affairs (DASA)**, formed in 2012, focuses on supporting the whole student by equipping students with tools necessary for academic, professional and personal success. Units within DASA providing outstanding student services include Academic Advising Programs and Services, the Career Development Center, the Student Health Center, the Office of Undergraduate Research, and Jeffrey Wright Military and Veteran Services.

The **Provost’s Professional Experience Program (PEP)** supports academic success by funding on-campus work experiences that give students more time to focus on their studies. PEP also gives students greater access to research and professional development opportunities.



“Participating in the program [PEP] gives me real experience with many different people that I can use after I graduate.”

— Connie Wong, B.S., 2019, business administration

The **Rural Works! internship program** offers experiential education for students working with employers in rural counties. Rural Works! started in 2018 through a partnership between the **Division of Academic and Student Affairs**, the **Office of Outreach and Engagement** and **NC State Extension**. The program supports NC State’s commitment to social, economic and technological development across North Carolina.

In the fall of 2020, NC State opened the **Academic Success Center (ASC)** in D.H. Hill Jr. Library. The ASC helps students move toward degree completion through programs and resources promoting academic skill development and independent learning within the university environment. It is a central location to study, engage with other students and find comprehensive academic resources in one place.



84%

2020 master’s graduate student four-year completion rate

Graduate Student and Postdoctoral Scholar Success

Of course, many NC State students engage in graduate studies, and our programs attract some of the brightest minds from around the country and world in a variety of programs. To further support our graduate students and postdoctoral scholars, we have created and engaged in several initiatives over the past decade.



NC State offers 160 master’s and 60 doctoral programs that include nationally ranked programs in engineering, the sciences, natural resources, management, design, agriculture and life sciences, education, humanities and social sciences, textiles and veterinary medicine.

Since 2017, graduate students and postdoctoral scholars have been able to take advantage of a unique pathway to reaching their professional goals: the **Accelerate to Industry (A2i)™** program. Funded by the National Science Foundation through an Innovations in Graduate Education grant, A2i helps students develop skills that give them an edge in an increasingly competitive workforce. The program helps participants gain extra preparation for pursuing careers in industry by providing them with hands-on experience and mentoring from partners on Centennial Campus and beyond.

NC State’s research image contest, **Envisioning Research**, helps graduate students, postdoctoral scholars and others give visibility to their work through showcasing research photography, microscopy, graphics, data visualization, video and interactive media.

The Graduate School has promoted an increased focus on student mental health by launching the **Graduate Mental Health Symposium**, encouraging students to speak openly about their mental health and supporting students who are struggling.

The new **University Fellowships Office** offers support to students pursuing prestigious national awards and fellowships, such as Boren Awards, Fulbright Fellowships and Rhodes Scholarships.

Our newly established **Postdoc Pack Service and Outstanding Postdoc Mentorship Awards** honor postdocs who go above and beyond in performing community service, as well as faculty who have provided outstanding support to postdocs.

Graduate student fellowships, which we expand upon in our discussion of goal 2, also play a large role in graduate student success.

Whether serving prospective, first-time, first-year or graduate students, or postdoctoral scholars, NC State has strategically aligned its efforts to promote academic excellence in all facets of university life. We’re raising the bar in higher education and setting a standard for all our peers to follow.

“The ASC is a resource center where students go for tutoring, writing and speaking services, and it offers some career counseling and academic advising services. ... What is unique about this project is our efforts to bring those services to the students in the D.H. Hill Jr. Library, which is one of the most popular student gathering places on campus.”

— Duane Larick, senior vice provost and professor emeritus, and chair of the ASC Building and Planning Committee



Focus on Faculty

Goal 2: Enhance scholarship and research by investing in faculty and infrastructure.

We're a preeminent research institution for a reason: Our faculty lead our innovations in higher education through their teaching, scholarship and service. The contributions of faculty greatly affect their colleagues, staff and students, along with the greater community. What happens here changes our workforce, economy, public knowledge and society at large.

When we invest in our faculty and infrastructure, we invest in a better future for all of NC State. That means striving to recruit and retain the brightest minds in the country, and to reward them for the indelible impact they have on our university and their respective fields.

NC State works to do more than support faculty success; we strive to equip all faculty for professional and personal excellence throughout their careers. From programs and initiatives encouraging groundbreaking research to top-of-the-line facilities and more, we want our faculty to have everything they need to foster innovation, outstanding scholarship and creative expression.

Since the University Faculty Scholars program launched in 2012,

191

faculty (representing nine cohorts through the 2020-21 class) have received this honor.

We boast more than **2,000 faculty across our colleges**, both tenured/tenure-track and professional. Our strategic efforts over the life of the Pathway to the Future prove our commitment to helping them thrive.

Supporting the Individual Faculty Member

Each faculty member plays a unique role in moving NC State toward our strategic goals and setting a standard for educational excellence. One way we further this quest for excellence is through an array of funding and recognition opportunities.

The Provost's Office oversees the **University Faculty Scholars Program**, which was established by Chancellor Randy Woodson in 2012. The program recognizes and rewards emerging academic leaders who demonstrate significant achievement. Each year, approximately 20 tenured or tenure-track faculty scholars are identified to receive this honor. Faculty members selected as University Faculty Scholars carry the title for the duration of their faculty appointment at NC State and receive an increase to their base salary.

The **Chancellor's Innovation Fund** was established by the chancellor in 2010. The fund awards up to \$50,000 to support short-term, commercially focused research projects. The award assists NC State faculty in practice and technology development that strengthens the potential of intellectual property disclosed to the Office of Research Commercialization. Through FY 2021, the Chancellor's Innovation Fund has achieved \$3.7 million in awards to 57 projects, \$64 million in follow-on funding, 32 startups launched, \$1.6 million in licensing revenue, 59 commercialization agreements executed and a 17:1 ROI.

Since the launch of the strategic plan, the number of endowed distinguished professorships grew from 151 to 247.

Since the Chancellor's Innovation Fund launched over a decade ago, it's proven to be a highly effective way NC State can help our faculty commercialize their cutting-edge research — and ultimately solve pressing problems. ... The goal is to provide the critical funding needed to translate technologies to a point where a startup can be formed for commercialization or a license can be executed with an existing company.

—Wade Fulghum, assistant vice chancellor for research commercialization

Supporting Faculty as a Whole

We're committed to the continuous improvement of processes for faculty evaluation, including a **new online post-tenure review module**, as well as transitioning statements of mutual expectations to **statements of faculty responsibilities**.

Recently, we updated our nomenclature from **non-tenure-track faculty** to **professional faculty**, to recognize these faculty members' ongoing contributions to the university.

Through partnerships with the Office for Faculty Excellence, DELTA, the Office of Research and Innovation, and Outreach and Engagement, we've increased the breadth and depth of **professional development opportunities** for faculty in all career stages. This includes professional writing workshops, mentorship opportunities, reading circles, online continuity planning resources, **RED Core** and **Inclusive Teaching certifications** and more.

In 2016, NC State's **Research Leadership Academy (RLA)** was established. The RLA supports faculty-driven research and mentoring across disciplines at the university, and helps develop and implement research best practices. Membership in the RLA lasts the entire time of a faculty member's employment at NC State, with a goal of encouraging a culture of mentoring across campus, empowering faculty for success, and advancing an intellectual, multidisciplinary research community and the best administrative practices.

NC State began implementing a state-of-the-art **Enterprise Research Administration** program in 2018, ushering in a centralized system with modules designed to streamline and simplify key research administration tasks, from developing proposals and managing budgets to submitting reports and complying with regulations.

We have heavily invested in **centralized core research facilities**, most of which serve interdisciplinary groups, including the Analytical Instrumentation Facility, the Cellular and Molecular Imaging Facility, the Genomic Sciences Laboratory, High-Performance Computing, and the Molecular Education, Technology and Research Innovation Center.



NC State is a leader in public research

We've accomplished the following:

\$398M

in new sponsored research
awards in FY 2020

#6

in industry expenditures
among public institutions
without a medical school

\$1.4B

in research proposals
submitted in FY 2020

#6

in all expenditures among
public institutions without
a medical school

Supporting Graduate Student Fellowships

Of course, NC State also supports our faculty through how we engage with graduate students. Graduate students help make us a top Research I university, and now they have more support than ever before to engage in excellence in their respective fields.

The Graduate School has partnered with the Office for Institutional Equity and Diversity on **Doctoral Mentoring Fellowships**, to ensure that the graduate environment is an inclusive one. The Graduate School has also examined experiences and issues of underrepresented populations and has engaged faculty to come up with programs that would be relevant — either a discussion or an activity that could improve the environment in their particular department.

Graduate School Summer Fellowships were created in order to assist doctoral students who don't have summer support for their research and projects.

Each doctoral program at the university has been allocated five \$4,000 **University Graduate Fellowships** to help with recruitment efforts. The fellowships are funded by the Provost's Office and are one-year awards that provide competitive recruiting supplements for outstanding new doctoral students.

Diversity Enhancement Recruiting Fellowships and the **Southern Regional Education Board Doctoral Scholars Program** received support to recruit graduate students from underrepresented populations.

From faculty to facilities to graduate students, NC State provides outstanding (and ever-increasing) support for the people and places that make teaching, research and innovation possible. Moving down the Pathway to the Future, we've envisioned a brighter future for academics at NC State and have brought that vision to fruition in many tangible ways.



“Our professional-track faculty are essential in providing our students with a high-quality education, and in making us a top research institution. ... They bring an outstanding level of professionalism to their roles and excel in their focus on specific disciplines.”

— Diane Chapman, executive director and associate vice provost for faculty development in the Office for Faculty Excellence



Connecting Scholarship and Society

Goal 3: Enhance interdisciplinary scholarship to address the grand challenges of society.

Our land-grant mission inspires scholarship that crosses disciplines. Stronger together, we collaborate on solutions to the most pressing challenges facing our society today.

We build on our historic strengths while forging new paths for educational innovation. By facilitating interdisciplinary research, NC State creates an environment where faculty and students can thrive, and the world beyond campus benefits as a result.

From our first steps down the Pathway to the Future to planning for what’s next, we’ve promoted interdisciplinarity among faculty and students through specialized programs, processes and procedures, and we’ve equipped faculty and students with new ways to Think and Do through a wide array of training grants and collaborative spaces.

“The benefits of interdisciplinary team science training are pretty striking, and when we ask past students what they’ve learned from their experience, they say that they know how to be effective leaders, run their own labs and mentor students, and are better prepared to work as part of an interdisciplinary team in the future.”

— Jorge Piedrahita, coordinator of the Translational Regenerative Medicine cluster and co-director of the Comparative Medicine Institute

Promoting Faculty Interdisciplinarity

In 2011, we launched the **Chancellor’s Faculty Excellence Program** to bring together the brightest minds in a range of academic disciplines and give them the support to tackle global issues. **Our faculty clusters**

added more than 80 new faculty members in 20 select fields to enhance the breadth and depth of our solution-driven scholarship and innovation. They build on our historic strengths in the sciences, engineering, math, design, textiles, humanities and social sciences, and education. The cluster program is essential to accomplishing the goals of our strategic plan: supporting student success by exposing them to an innovative, interdisciplinary culture; enhancing scholarship and research through investments in faculty and infrastructure; and boosting interdisciplinary research to address society’s grand challenges.

Institute for Engineering, Technology and Science — announced a new, large-scale seed-funding program to stimulate the growth of interdisciplinary research at NC State. The **Game-Changing Research Incentive Program (GRIP)** was intended to incentivize and support visionary research ideas that would result in large-scale extramural funding, award-winning research impacts, and first-class interdisciplinary graduate education and training. This initiative allocated more than \$1.5 million over three years to fund exceptional research teams and projects that spanned NC State’s colleges. Additionally, **GRIPS4PSI, a**



NC State has also **modified reappointment, promotion and tenure (RPT) regulations and processes** to better support faculty engaging in interdisciplinary work. When taking scholarship in the realms of faculty responsibility into account during the RPT process, faculty may include information pertaining to their interdisciplinary/ multidisciplinary works, activities and other organized scholarly efforts between departments within and across colleges or institutions.

In January 2016, the Office of Research and Innovation — in conjunction with RTI International and the Kenan

seed-funding program for the North Carolina Plant Sciences Initiative, was based on the original GRIP. This program supports a better future for agricultural growers and consumers by promoting ideas that will result in large-scale funding, future research impact and interdisciplinary graduate education and training.

Promoting Interdisciplinary Education and Engagement

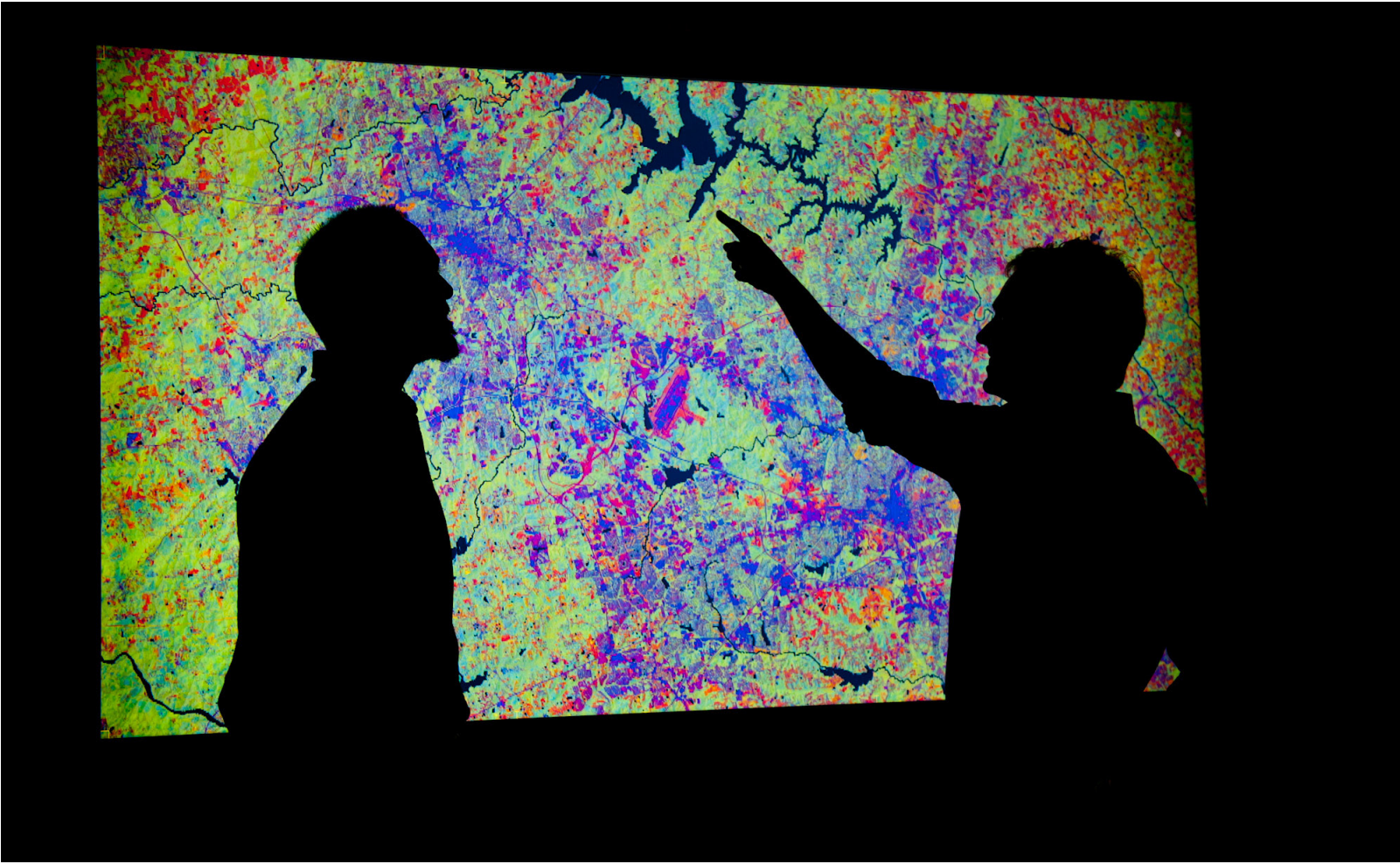
The **Comparative Medicine Institute (CMI)**, officially granted institute status in 2015, aims to develop, foster

and assist interdisciplinary teams focused on translating basic research and scientific discovery into clinical/societal applications to improve the health of animals and humans. In 2020 CMI grew by adding the Chemistry of Life program, putting a stronger emphasis on the basic sciences across NC State's campus and inaugurating a new co-director model for the institute. The CMI is composed of interdisciplinary teams of more than 190 faculty from 27 departments, representing six colleges and five universities.

The mission of the **Center for Human Health and the Environment** (CHHE) is to understand how human health, at both the individual and the population level, is impacted by environmental factors and to implement this knowledge to reduce the adverse impacts of environmental factors on human health. The center received initial National Institute for Environmental Health Sciences (NIEHS) funding of \$6.5 million in 2015 after being founded in 2011. **In 2020, CHHE was awarded a \$7.6 million grant over five years** to continue working to better understand environmental effects on human health. CHHE is one of about 25 NIEHS Environmental Health Sciences Core Centers in the United States.

NC State remains invested in building high-quality **interdisciplinary academic programs**. At the undergraduate level this includes the Global Perspectives Certificate, which encourages undergraduates to explore their international passions in and out of the classroom, and the Interdisciplinary Entrepreneurship Certificate, which helps those interested in starting a business venture or applying entrepreneurial skills to an existing organization. At the graduate level, we created programs like the Master of Geospatial Information Science and Technology, which leverages our strengths in computational sciences, geographic information systems and natural resources and can be completed entirely online, allowing flexibility for students just entering the workforce and working professionals.

Interdisciplinary initiatives within NC State include the Coastal Resilience and Sustainability Initiative, the Laboratory for Analytic Sciences, the National Laboratory Initiative, various global health initiatives, national security initiatives, quantum computing, and neuroscience research and education.





NC State's faculty clusters have added more than 80 new faculty members in 20 select fields to enhance the breadth and depth of our solution-driven scholarship and innovation.

NC State is the recipient of a large number of **institutional training grants** provided by a variety of federal funding agencies. These highly competitive grants provide funding to support selected predoctoral candidates and/or postdoctoral researchers enrolled in university training programs. NC State's Comparative Medicine Institute recently received two training grant awards from the National Institutes of Health. These awards, along with matching funds from the Office of the Executive Vice Chancellor and Provost, position CMI to not only advance research and innovation, but also to continue to grow the institute's leadership in training and mentorship for faculty and students.

Constructing Collaborative Spaces

The **Geovisualization Lab** presents faculty and students with innovative ways to interact with spatial data, including virtual environments, interactive decision-making systems and more.

54.9%

of COACHE survey respondents reported being satisfied with NC State's support for improving teaching (spring 2018)

19%

of funded proposals in FY 2020 had PIs from multiple departments

8%

of funded proposals in FY 2020 had PIs from multiple colleges

The **Biomedical Partnership Center** on Centennial Biomedical Campus emphasizes collaboration among NC State faculty and partners with government and industry as they work on biomedical applications for both animals and humans.

The NC State University Libraries has **Faculty Research Commons** at both Hunt Library and D.H. Hill Jr. Library to facilitate the open exchange of ideas. Other spaces on campus also revolve around unique tools, including the **Molecular Education, Technology and Research Innovation Center**, which gives researchers access to measurement science facilities throughout four campus buildings. These spaces allow faculty from across disciplines to do individual or collaborative work, and to connect with colleagues.

Overall Organizational Excellence

Goal 4: Enhance organizational excellence by creating a culture of constant improvement.

When we talk about excellence at NC State, we don't just mean in one or a few areas. Yes, we want to showcase our outstanding academics and groundbreaking research, but we also strive for comprehensive organizational excellence.

Our faculty and staff contribute to this excellence through their teaching, research, service and leadership. We want to equip them to continue down this path through providing support services, creating a more welcoming and inclusive campus for all, and making conscious decisions to improve in every aspect of university life.

Student Support Services

At NC State, we support academic excellence by providing centralized student support services and technologies. Gathering what students need in one place makes it easier for them to focus on their scholarship.

Our **Student Services Center (SSC)**, opened in 2018, is a one-stop shop for registration, billing and financial aid information. At the SSC, students can reserve a classroom for events held by student organizations, as well as access important forms and documents for student service transactions.

We've developed **PackASSIST**, a scholarship application portal for undergraduate and Doctor of Veterinary Medicine students to streamline financial aid processes and procedures.

The **Enrollment Wizard** in MyPack Portal makes registration easy by helping students plan classes and build schedules for each semester.

Additionally, our **Student Success GPS** provides a suite of advising tools that brings together advising services, real-time data, analytics and reporting to help advisors identify students in need of support and provide early interventions.

Embracing Diversity and Inclusion

We're a university that values diversity and inclusivity, and we take strides to make our campus a more welcoming environment for all faculty, staff and students.

In 2012, we reorganized units across campus that promoted diversity among faculty, staff and students to form the current **Office for Institutional Equity and Diversity (OIED)**. OIED's programs and initiatives help students, faculty and staff experience personal and professional education and enrichment, become more culturally competent and advocate for equity and diversity on campus and beyond. The office offers more than 40 educational and training opportunities each year. Additionally, OIED serves a wide range of faculty, staff and students through our four community centers: the **African American Cultural Center**, the **GLBT Center**, **Multicultural Student Affairs** and the **Women's Center**.

NC State has increased efforts to implement new cultural competence and diversity training. This includes **RED Inclusive Teaching Certification**, which is designed for faculty and teaching graduate students to reflect on multiple facets of inclusive teaching, encompassing the creation of a welcoming, equitable course climate, the design and implementation of accessible and inclusive classroom practices and assessments, and the selection and implementation of inclusive, diverse course content.

Data-Driven Decision Making

We use a wide range of available resources to inform our university decision-making process. This includes facts and data regarding our student population, statistics on faculty and staff, quantified building and expansion needs, metrics for processes and procedures, and more. We have launched an **Institutional Data Profile** application that provides detailed breakdowns of data pertaining to all major areas of the university, from space allocation to student credit hours. The data presented in this application provides a holistic view of the university. These reports include the metrics used in the college annual review meetings with the Provost's Office. In addition to providing the ability to view these metrics online, the application provides the ability to export this data into a preferred external application format, such as Microsoft Excel.

In order to better serve the university's data needs, we transitioned the Office of Institutional Research and

Planning into **Institutional Strategy and Analysis (ISA)**. ISA helps achieve NC State's strategic goals by providing up-to-date, accurate and timely data on students and university personnel. This includes admissions, enrollment, academic progress, student and alumni interests and satisfaction, and faculty productivity and workload. ISA also works to facilitate strategic planning, program assessment, surveys and university progress toward strategic goals. The unit achieves success in these areas by building and working with inclusive teams that are often interdisciplinary.

From the \$2.1 billion raised in NC State's recently completed capital campaign, at a minimum \$800 million will go toward the university's endowment, \$200 million will provide support for facilities and \$600 million will support current operations.

Outstanding Advancement

NC State's advancement efforts provide a way to move forward with the funding necessary to turn a vision of comprehensive excellence into reality. **Think and Do the Extraordinary: The Campaign for NC State** launched in 2016 with a goal of raising \$1.6 billion in private support. We surpassed that goal by raising more than \$2.1 billion

34,759
annual giving donors in FY 2020
\$168M
in annual giving donations
in FY 2020





The Hunt Library's robot-driven bookBot automated book delivery system holds up to 2 million volumes in 1/9 the space of conventional shelving, enabling the library to provide more space for learning and collaboration.

to secure a brighter future for the university. Over the past 10 years, we've also achieved a significant gift that has allowed us to name the **Wilson College of Textiles** and promote even more innovative textiles education. Generous gifts have allowed us to name the **College of Engineering's Fitts-Woolard Hall** on Centennial Campus. Additionally, we raised \$13 million on our inaugural Day of Giving in 2019, and we raised more than \$23 million in the 2020 event.

New Buildings and Renovations

Anyone who has set foot on campus since the Pathway to the Future began has certainly noticed quite a few changes. We've renovated older buildings and constructed new ones, all to provide better and more advanced opportunities to learn, conduct research and more. The **James B. Hunt Jr. Library**, located on the university's Centennial Campus, opened in 2013 and is not only an internationally renowned architectural feat; it's also a state-of-the-art library that opens the gateway to high-quality education even wider. Renovations were also completed on **D.H. Hill Jr. Library** over the past several years, including the addition of the Faculty Research Commons to elevate interdisciplinary

collaboration within the university. Other renovations include the addition of an Academic Success Center; the creation of the Innovation Studio, which is part teaching space and part interactive exhibit, showcasing student and faculty work at NC State; the Visualization Studio, which includes a circular projection surface and immersive, 360-degree projection for faculty presentations; and the Data Experience Lab, which is a collaborative, community-oriented space for data science, visualization, digital scholarship and analytics.

In 2015, the new **Talley Student Union** opened, including the 3,000-plus-square-foot James Woodward Student Involvement Center and space for the university's campus community centers. In 2017, the Historic Chancellor's Residence was renovated and expanded to create a new home for the **Gregg Museum of Art & Design**, to increase the museum's visibility, while adding to its exhibition and programming space. Other notable additions to campus include the **StateView Hotel**, completed in 2017; the **Carmichael Gym addition and renovation**, as well as Fitts-Woolard Hall, completed in 2020; and the **Plant Sciences Building**, completed in 2022.

"Our vision was to give NC State a signature library that would help us recruit the very best students and the very best faculty and to serve the community as an inspiring place of excellence and passion and ideas and vision."

— Susan K. Nutter, vice provost and director emerita of NC State University Libraries

Process Improvements

In order to bolster our efforts and provide further support to faculty, staff and students, we have made great strides in streamlining processes and procedures across the university. Our **REPORTER system** provides a user-friendly experience and a single location for members of the campus community to register for noncredit activities. We've updated and optimized many of our policies,

regulations and rules to provide a clear picture of university governance and expectations. For new employees, NC State created a new **Onboarding Center** to offer information and services to make sure every employee starts off on the right foot. We've merged previously existing units to create the Division of Academic and Student Affairs and the Office for Institutional Equity and Diversity, and we merged the College of Physical and Mathematical Sciences with several biological sciences programs from the College of Agriculture and Life Sciences to form the **College of Sciences**.

Making a Local and Global Impact

Goal 5: Enhance local and global engagement through focused strategic partnerships.

In an increasingly competitive global society, NC State leverages its resources to solve society’s grand challenges and support faculty, staff and students who seek to change the world. We recognize that to make a difference in the lives of others, our community must be prepared to take action both locally and globally.

From encouraging students to study abroad at least once during their undergraduate years, to supporting on-campus entrepreneurial efforts, to forming partnerships around the world, we position the Wolfpack to make an impact wherever they are. Our goal is to raise up leaders who will expand our influence and create a more welcoming society for all.

International Activities and Services

NC State helps set the bar in higher education for global partnerships and services that bolster student and faculty participation in international activities. The university equips students to succeed in an increasingly globalized society by providing them with outstanding study-abroad opportunities throughout their undergraduate careers.

In 2014, NC State was one of seven U.S. universities to receive the **Senator Paul Simon Spotlight Award**, which recognizes outstanding and innovative achievements in campus internationalization. NC State was honored for promoting global engagement, including 20 partnerships in major world regions that significantly enhance opportunities for study abroad, faculty collaboration and joint research. Additionally, the award recognized the Chancellor’s Faculty Excellence Program, which helps recruit top faculty in interdisciplinary fields, including global environmental change and human well-being.



“Experiencing design in a European mindset was so inspiring, because design thinking and the design process in Prague is so different from what we experience in America. ... Going abroad was truly a life-changing experience, and it has made me a more independent, driven, creative and curious individual.”

— Jecori Owens-Shuler, senior in industrial design

The **NC State European Center in Prague** changed its name from the Prague Institute and moved to a new location in 2017. Management shifted from the College of Design to NC State’s **Office of Global Engagement**, offering further experiential education to NC State students, along with more teaching and research opportunities for university faculty.

NC State has been recognized several times over the past decade as a **top producer of U.S. Fulbright Scholars**. The prestigious grant program provides scholars, artists and professionals with funding to study, teach English and conduct research overseas. In the 2017-18 and 2018-19 academic years, eight NC State scholars participated in the program each year.

In 2014, NC State Study Abroad became a Commitment Partner of the Institute of International Education’s (IIE) **Generation Study Abroad** initiative (2014-2019), committing to increase study-abroad participation among underserved students — and overall — by 50% by 2019. NC State received the Generation Study Abroad Seal of Excellence from IIE for surpassing its goals.

In the fall of 2016, NC State opened its **Passport Services Office**. In addition to serving faculty and the more than 1,200 NC State students who study abroad each year, the office is open to the public. NC State is the only institution of higher education in the Triangle region to offer the service. A portion of income generated from the office supports student scholarships.



In the last decade, the Study Abroad Office has administered the transfer of over \$3 million in scholarships to our students. The bulk of this support comes from annual giving donations, the colleges and trademark licensing funds. These awards have been crucial to expand study-abroad access throughout campus.

More than 20% of NC State undergraduate students participate in a study-abroad program during their academic career.



1,769 number of students participating in study abroad 2018-2019



The **University Global Partnership Network (UGPN)** consists of four member institutions: NC State (which was a founding member of the organization when it was created in 2011), the University of São Paulo (Brazil), the University of Surrey (UK) and the University of Wollongong (Australia). The universities leverage complementary disciplinary strengths to support strong interdisciplinary research programs. Participation in the University Global Partnership Network highlights the university's commitment to this global mission and world-class research, teaching, service and outreach. NC State hosted the UGPN annual conference in 2019.

President Barack Obama visited NC State in 2014 to announce that the U.S. Department of Energy (DOE) had selected NC State to lead **PowerAmerica**, the Next Generation Power Electronics National Manufacturing Innovation Institute. This was part of DOE efforts to create three new advanced manufacturing institutes to develop innovations in manufacturing power electronics for use in commercial products such as cellphones, computers and televisions, as well as industrial motor systems and electricity transmission.

Industry Partnerships

For years, NC State has partnered with industry leaders in order to provide students with a top-notch experiential education and to help faculty and staff advance game-changing research efforts. These partnerships reflect a commitment to align with the university's strategic planning efforts, creating new paths for innovation and ensuring a bright future for NC State.

In 2012, NC State signed a **multiyear master research agreement with Eastman Chemical Company** to conduct joint cutting-edge research in chemistry, materials science and other scientific disciplines. Eastman Chemical provided \$10 million over six years to support the Eastman Chemical Company Center of Excellence partnership and to establish the Eastman Innovation Center laboratory, which is located on NC State's **Centennial Campus**. This was NC State's first master research agreement with a company, and it has served as a model for other agreements; NC State now has 75 master research agreements.

In 2019, NC State became the first university in North America to establish an **IBM Quantum Hub** as part of the global IBM Quantum Network, a collaboration among IBM and other Fortune 500 companies, research labs and top universities. The IBM Quantum Hub is a center of quantum computing education, research, development and implementation. NC State works directly with industry and academic members and IBM to advance quantum computing, interdisciplinary applied research, student development and quantum computing curricula.

Higher Education Partnerships

NC State seeks to firmly establish and grow its leadership in higher education by partnering with other educational institutions to increase access and provide a high-quality education to students from all backgrounds.

The **Community College Collaboration (C3)** is a dual-admission program jointly administered by NC State and more than 15 community college partners. C3 is open to students immediately after they complete high school or to community college students who have completed fewer than 30 credit hours of college work, who are often from low-to moderate-income households. Once admitted, students get up to three years to complete their associate degree and are dually enrolled at NC State as a Non-Degree Studies student. The way C3 broadens access, and its commitment to student success, make the initiative stand out among transfer programs.

The **2+2 Engineering Program** allows students to complete the first one to two years of an engineering curriculum at UNC Asheville, qualify for transfer to NC State and finish their education in two to three more years in the College of Engineering.

Statewide Engagement

In 2012, NC State **realigned efforts in extension, engagement and economic development**. The former Office of Extension, Engagement and Economic Development closed at the end of 2011. Economic development activities and initiatives are now part of the Office of External Affairs, Partnerships and Economic

Development. Continuing Education was moved to the Office of the Executive Vice Chancellor and Provost, and McKimmon Center operations were moved to the Campus Enterprises Division. Extension activities remained in their respective colleges, with additional universitywide coordination provided within the Provost's Office.

In 2017, NC State's Institute for Emerging Issues formed **ReCONNECT NC**, a three-year initiative focused on reengaging the state. ReCONNECT NC helped participants engage with people and organizations from around North Carolina to identify ways to improve civic health. Activities were focused on reconnection to community, between rural and urban areas, to job and technological opportunities, and to well-being and productivity.

Focus on Entrepreneurship

Engaging the entrepreneurial spirit of the NC State community helps set a model for success for faculty, staff, students and alumni. We help lead the way in business innovation through on-campus programs with an investment in our future.

The **NC State Entrepreneurship Alliance** promotes a culture of entrepreneurship on campus by bringing together departments, programs and groups interested in helping the NC State community learn about and explore various aspects of entrepreneurship. In 2021 NC State was ranked No. 1 in the Southeast and No. 15 in the nation for both undergraduate and graduate entrepreneurship programs by Princeton Review and *Entrepreneur* magazine. Initiatives we support include marketing and communications assistance to entrepreneurs, availability of the Entrepreneurship Garage classroom and support from the NC State Entrepreneurship fund.

The **Wolfpack Investor Network** brings together the campus community, NC State alumni and private companies to support the global NC State entrepreneurial community with an angel investing platform, a co-investment fund and connections leveraged by alumni.

University/Government Partnerships

NC State has a history of forming and growing strategic partnerships with other universities and governmental organizations. These partnerships bolster NC State's international reputation, help attract top researchers and students from around the world to campus, and position the campus community for participation in enriching international experiences.

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