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Wolfpack 2030: Powering the Extraordinary
FY 2022 – FY 2024 Implementation Plan

Goal 1: Empower students for a lifetime of success and impact.

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NC State students will acquire specific knowledge, skills and experiences — as well as the necessary values and dispositions — to not only excel professionally, but also to be leaders in advancing a productive and civil society. As a forward-thinking institution dedicated to excellence in teaching, we will be a leader in teaching and the digital transformation of higher education, delivering value to our students and ensuring the resiliency of our institution. Our faculty and staff will empower students to be entrepreneurial, independent and inclusive thinkers, strong in their disciplines and experienced in interdisciplinary collaboration, prepared to contribute impactfully in a diverse, global society. As they progress through their careers, NC State will provide relevant lifelong learning opportunities to assist in their personal and professional development to ensure they are not only NC State alumni, but also NC State students for a lifetime.

Objective	Initiative	GOALS							Start Year			Cabinet Responsibility	Contact(s)
		1	2	3	4	5	6	7	FY22	FY23	FY24		
1.1. Facilitate lifelong learning with coordinated instructional offerings	1.1.1 Establish an Office of Instructional Programs to provide central support for academic planning and the coordination of academic and non-credit instructional programs.	✓	✓	✓	✓	✓	✓	✓	●			EVC & Provost	Helen Chen
	1.1.2 Identify and pursue the infrastructure needed to coordinate for-credit and non-credit learning pathways.	✓	✓	✓	☐	✓	✓	✓	●			EVC & Provost / VCIT	Helen Chen
	1.1.3 Build a definition framework for micro-credentials, alternative credentials, certificates, certifications, and digital badges.	✓	✓	✓	✓	✓	✓	✓			●	EVC & Provost	Helen Chen
	1.1.4 Develop and implement a lifelong learning branding strategy for target audiences, including alumni, faculty, staff and all NC citizens.	✓	✓	✓	✓	✓	✓	✓			●	AVC UCOMM / EVC & Provost	Mark Bernhard
	1.1.5 Develop new credit-bearing and non-credit certificate offerings from existing academic courses.	✓	✓	✓	☐	✓	✓	✓	●			EVC & Provost	Helen Chen
	1.1.6 Develop and implement an updated long-range enrollment plan for the university.	✓	☐	☐	✓	✓	☐	☐		●		EVC & Provost	Don Hunt
	1.1.7 Develop and implement a strategy to improve identification and delivery of on-campus and online summer school courses that promote timely completion.	✓	☐	☐	✓	✓	☐	☐		●		EVC & Provost	Helen Chen
1.2. Provide equitable access to learning experiences	1.2.1. Develop a strategy for student access to the devices and tools that enable equitable digital learning experiences.	✓	☐	☐	✓	✓	☐	☐			●	EVC & Provost	Helen Chen
	1.2.2. Review and revise course registration policies to improve course access for students vulnerable to academic challenges.	✓	☐	☐	✓	✓	☐	☐	●			EVC & Provost / VCDASA	Don Hunt
	1.2.3. Create and apply guiding principles to help ensure all student-focused university policies and processes foster equity and student success.	✓	☐	☐	✓	✓	☐	☐	●			EVC & Provost / VC&GC / VCDASA / VPIED	Sheri Schwab
	1.2.4. Identify and share approaches to help faculty include inclusive content and practices in their courses and curricula.	✓	✓	☐	✓	☐	☐	✓	●			EVC & Provost / VCDASA / VPIED	Katharine Stewart
1.3. Equip the next generation of contributing citizens and leaders	1.3.1. Envision and execute a comprehensive process to update the General Education Program.	✓	✓	✓	✓	✓	✓	✓			●	EVC & Provost / VCDASA	Helen Chen
	1.3.2. Identify and provide additional opportunities for student engagement in high impact practices that build skills in communication, teamwork and interdisciplinarity, leadership, entrepreneurial development, and data and analytics.	✓	✓	✓	✓	☐	✓	✓			●	EVC & Provost / VCDASA	Doneka Scott
	1.3.3. Empower all students for a lifetime of global success and impact through programs, events, and experiences at home and abroad.	✓	✓	✓	✓	☐	✓	✓	●			EVC & Provost	Amy Conger
	1.3.4. Develop and implement strategies that connect current students with alumni groups to promote their personal and professional development.	✓	✓	✓	✓	✓	✓	✓		●		VCUA	Reshunda Mahone
	1.3.5. Envision and launch the Integrative Sciences Initiative for cutting-edge teaching and learning in molecular sciences.	✓	✓	☐	✓	☐	☐	✓			●	EVC & Provost	Rob Dunn
	1.3.6. Develop and support new interdisciplinary courses, curricula and programs, and the infrastructures required to enable, encourage and support their operation.	✓	☐	✓	☐	☐	✓	✓		●		EVC & Provost / VCDASA	Helen Chen Rob Dunn
	1.3.7. Select, plan, and launch the university's next Quality Enhancement Plan for improved student learning outcomes and student success.	✓	☐	☐	☐	☐	☐	✓		●		EVC & Provost	Fashaad Crawford
	1.3.8. Relocate and expand the Campus Writing and Speaking Program to promote the integration of writing, speaking, and digital communication in all disciplines.	✓	☐	☐	☐	☐	☐	✓	●			EVC & Provost	Katharine Stewart
	1.3.9. Identify and pursue solutions to educate all incoming students about wellness.	✓	☐	☐	✓	☐	☐	✓	●			EVC & Provost / VCDASA	Lisa Zapata
1.4. Provide excellent, comprehensive student support	1.4.1. Identify philanthropic support to grow need-based aid, merit-based financial resources, and graduate fellowships.	✓	✓	✓	✓	✓	✓	✓			●	VCUA	Jim Broschart
	1.4.2. Work across campus communities of practice to define and provide a consistent standard of excellent, comprehensive student support and advising.	✓	☐	☐	✓	✓	☐	✓	●			EVC & Provost / VCDASA / VCIT	Kesha Reed
	1.4.3. Expand transition programs that structurally and holistically support success of historically underrepresented student populations at the university.	✓	☐	☐	✓	✓	☐	✓			●	EVC & Provost / VCDASA	Carrie Zelna
	1.4.4. Develop and offer onboarding supports specific to transfer and readmitted students.	✓	☐	☐	✓	☐	☐	✓	●			EVC & Provost / VCDASA	Carrie Zelna
	1.4.5. Envision and develop a one-stop solution to link students in need with community resources for accessing healthcare, food, housing, childcare, and digital resources.	✓	☐	☐	✓	✓	☐	☐			●	EVC & Provost / VCDASA / VCIT / VPIED	Doneka Scott
	1.4.6. Enhance communication and collaboration between NC State University Police and the university community to build rapport, trust and transparency.	✓	☐	✓	✓	✓	☐	☐			●	VCF&A	Dan House
1.5. Maximize learning	1.5.1. Identify and pursue strategies to improve faculty awareness, leverage, and use of existing academic enterprise technologies.	✓	✓	☐	☐	✓	☐	☐	●			EVC & Provost/ VCIT	Donna Petherbridge
	1.5.2. Strengthen our foundations for high-quality digital teaching and learning through initiatives such as "Tech 101" training, expanded just-in-time course design support, and support for course quality (QM) program participation.	✓	✓	☐	✓	✓	☐	✓	●			EVC & Provost	Donna Petherbridge

1.5. Maximize learning technologies and pursue teaching excellence	Action												Owner	Lead
	1.5.3. Create and implement standard course delivery mode definitions and resources to guide departmental, faculty, and student decision making.	☑	☑	☐	☐	☑	☐	☐	•				EVC & Provost	Helen Chen
	1.5.4. Expand the use of hybrid and other flexible delivery modalities in for-credit, non-credit, and extracurricular offerings for students.	☑	☐	☐	☑	☐	☐	☑	•				EVC & Provost / VCDASA	Helen Chen Doneka Scott
	1.5.5. Redesign our evaluation of teaching policy, practices, and resources to promote and achieve a standard of consistently high-quality teaching in all modalities and course types.	☐	☑	☐	☑	☐	☐	☑	•				EVC & Provost	Katharine Stewart
1.6. Transform our learning spaces	1.6.1. Plan for the renovation of select classrooms with immersive technologies for dynamic teaching and experiential learning.	☑	☐	☐	☐	☑	☐	☑			•		EVC & Provost / VCIT	Helen Chen
	1.6.2. Plan for the renovation of labs with emerging teaching technologies, including select "mega-laboratories" equipped for large-scale, interchangeable science teaching.	☑	☐	☐	☐	☑	☐	☑			•		EVC & Provost / VCIT	Helen Chen

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Goal 2: Ensure preeminence in research, scholarship, innovation and collaboration.

NC State's community of researchers and scholars — infused with our unique combination of innovation and collaboration, and steeped in a tradition of deep thought and practical application — is a key strategic advantage. We are strongly committed to our disciplines and equally dedicated to working across traditional disciplinary boundaries. We will devote attention and resources to developing and leveraging our spheres of excellence to enable maximum impact as we expand and enhance our excellence to address societal need for the public good. We will focus on the critical institutional support required to advance operational excellence in our internal assessments, processes, infrastructure and procedures to most effectively support NC State researchers and scholars in advancing the university's mission. With continued commitment to research, scholarship, innovation and collaboration, NC State will respond to — and provide solutions for — the world's greatest problems, ensuring its continued place as a preeminent research institution.

Objective	Initiative	GOALS 1	2	3	4	5	6	7	Start Year FY22	FY23	FY24	Cabinet Responsibility	Contact(s)
2.1. Grow and connect our community of researchers and scholars	2.1.1. Continue to pursue strategic growth in research-active faculty.	☑	☑	☑	☑	☑	☑	☑	•			EVC & Provost / VCRI	College Deans
	2.1.2. Expand networking events to catalyze connections among NC State's faculty.	☑	☑	☑	☑	☐	☑	☑			•	EVC & Provost / VCRI	Rob Dunn
	2.1.3. Improve processes for hosting academic research visitors.	☐	☑	☐	☐	☑	☐	☑			•	EVC & Provost / VC&GC / VCIT / VCRI	Genevieve Garland
	2.1.4. Identify and pursue solutions to grow and strengthen undergraduate and graduate student participation in disciplinary and interdisciplinary research.	☑	☑	☑	☐	☐	☑	☑			•	EVC & Provost / VCDASA / VCRI	Peter Harries Holly Hurlburt
2.2. Develop supportive infrastructures needed to strengthen and grow research	2.2.1. Develop the Research Facilitation Service expertise network to improve awareness, coordination, growth, and effectiveness of research computing and data services across the university.	☑	☑	☑	☑	☑	☑	☑			•	EVC & Provost / VCIT / VCRI	Greg Raschke
	2.2.2. Envision and offer centralized research support - from pre- and post-award management to sustainability planning - for large and/or complex research and interdisciplinary initiatives.	☐	☑	☐	☐	☑	☐	☐			•	EVC & Provost / VCIT / VCRI	Genevieve Garland
	2.2.3. Complete the implementation of the Research Enterprise Data (RED) system, including improvements to related communications, processes, and tools.	☐	☑	☐	☐	☑	☐	☐	•			VCF&A / VCIT / VCRI	Sherrie Settle
	2.2.4. Expand our concept of core facilities for shared equipment to envision and launch core research services (e.g. analytics, design thinking, graphic and product design).	☑	☑	☐	☐	☑	☑	☑			•	EVC & Provost / VCIT / VCRI	Jon Horowitz
	2.2.5. Envision innovative research infrastructures, strategies, and supports that enable more nimble responses to emerging research areas.	☐	☑	☐	☐	☑	☐	☐			•	VCRI	Alyson Wilson
2.3. Institutionalize our value for collaboration	2.3.1. Establish an Office of University Interdisciplinary Programs to provide central leadership of strategic universitywide interdisciplinary efforts and initiatives.	☑	☑	☑	☑	☑	☑	☑		•		EVC & Provost	Rob Dunn
	2.3.2. Envision and launch new interdisciplinary Academies.	☑	☑	☑	☑	☑	☑	☑	•			EVC & Provost	Rob Dunn
	2.3.3. Refine reappointment, promotion and tenure policy and practices to incorporate and recognize interdisciplinary approaches to the realms of faculty responsibility.	☑	☑	☑	☑	☑	☑	☑			•	EVC & Provost	Katharine Stewart
	2.3.4. Conduct a systematic review and revision of institutional structures, policies, and practices that inhibit or disincentivize research collaboration across units.	☑	☑	☐	☐	☑	☐	☐			•	EVC & Provost / VCRI	Rob Dunn Genevieve Garland
	2.3.5. Develop and implement a comprehensive strategy to communicate, facilitate and extend interdisciplinary work to external audiences.	☑	☑	☑	☐	☐	☑	☑			•	AVC UCOMM / EVC & Provost / VCRI	Rob Dunn
2.4. Reimagine spaces for collaborative research	2.4.1. Design and build an Integrative Sciences Building to provide inspiring, flexible and cutting-edge spaces for molecular science teaching and research.	☑	☑	☑	☑	☑	☑	☑	•			EVC & Provost / VCF&A / VCRI	Rob Dunn
	2.4.2. Develop and share best practice guidance for managing shared laboratory and non-laboratory research spaces in sustainable, safe, and collaborative ways.	☐	☑	☐	☐	☑	☐	☐			•	EVC & Provost / VCF&A / VCRI	Jon Horowitz
	2.4.3. Envision and pilot new models for sharing space, staff, equipment, and other resources for research.	☐	☑	☐	☐	☑	☐	☐		•		EVC & Provost / VCF&A / VCRI	Genevieve Garland
2.5. Enable safe and compliant research programs	2.5.1. Coordinate university efforts to provide the advanced cyberinfrastructure and related research support services needed for secure data-intensive research.	☐	☑	☐	☐	☑	☐	☐			•	EVC & Provost / VCIT / VCRI	Mardecia Bell Alyson Wilson
	2.5.2. Develop and implement flexible policies for secure sharing of research data with external partners.	☐	☑	☐	☐	☑	☑	☑			•	EVC & Provost / VC&GC / VCIT / VCRI	Sherrie Settle
	2.5.3. Ensure research programs develop and maintain robust continuity plans.	☐	☑	☐	☐	☑	☐	☐			•	EVC & Provost / VCRI	Genevieve Garland
	2.5.4. Identify and introduce improvements in equipment safety and management, training, monitoring, and accountability.	☐	☑	☐	☐	☑	☐	☐			•	EVC & Provost / VCF&A / VCRI	Bob Segura

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Goal 3: Expand and advance our engagement with and service to North Carolina and beyond, defining the standard for a 21st-century land-grant university.

Founded as a land-grant university with a mission of teaching, research and service, NC State has impacted countless individuals and communities since its inception in 1887. NC State's service mission has expanded beyond our traditional roots in agriculture and industrial extension to touch a variety of disciplines, from education to business to global health. We are committed to advancing our engagement with and service to the people of North Carolina by delivering broader, tangible impacts that improve people's lives every day. We will continue to collaborate with community partners to address the social, economic and environmental challenges facing our state, nation and world.

Objective	Initiative	GOALS							Start Year			Cabinet Responsibility	Contact(s)
		1	2	3	4	5	6	7	FY22	FY23	FY24		
3.1. Value, incentivize and recognize community engagement by faculty	3.1.1. Develop and disseminate best practices for documenting and evaluating community-engaged scholarship and teaching activities in faculty promotion and tenure.	☑	☑	☑	☐	☐	☑	☐		●		EVC & Provost	Katharine Stewart
3.2. Improve everyday life for North Carolinians	3.2.1. Enhance Extension programming to provide greater access to historically underrepresented groups and to serve the multicultural populations and varied demographics of North Carolina.	☐	☐	☑	☑	☐	☑	☑			●	EVC & Provost	Rich Bonanno
	3.2.2. Expand Extension programs and employee technical training to focus on future trends including agriculture's adaptation to climate change, health and food disparities, community connectivity, and youth development	☐	☑	☑	☑	☐	☑	☑			●	EVC & Provost	Rich Bonanno
	3.2.3. Through the Initiative for Community Growth and Development, enable increased public engagement with growth-related issues, challenges and opportunities facing North Carolina communities.	☐	☐	☑	☑	☐	☑	☑	●			EVC & Provost	Mark Hoversten
	3.2.4. Create a statewide NC Teaching & Learning Hub professional development network to engage community college educators with evidence-based equitable student success strategies.	☐	☐	☑	☑	☐	☑	☑	●			EVC & Provost	Paola Stzajn
3.3. Demonstrate leadership in community engagement, local to global	3.3.1. Expand engagement and leadership of our faculty, staff and students in sustainability research and applied problem-solving, from local to global.	☐	☐	☑	☑	☐	☐	☑			●	EVC & Provost / VCRI	Jon Horowitz
	3.3.2. Promote our land-grant mission through leadership and participation in appropriate national organizations.	☐	☐	☑	☐	☐	☐	☑	●			Chancellor / EVC & Provost / VPEAP&ED	Rich Bonanno

Goal 4: Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do.

NC State's strength comes from all of its amazing people and their diversity of thought and experience. We believe that institutionalized inequality, including racism, is unacceptable in our nation and state, and on campus. We commit to creating sustainable systemic change across the university that improves our campus culture and empowers NC State to be a truly inclusive, welcoming and supportive environment for all. Therefore, as an institution, we must ensure an equitable, accessible and welcoming environment so all members of the Wolfpack community — especially those in underserved populations — feel respected, valued and a sense of belonging in every corner of campus. We will work to ensure diverse perspectives are embraced at all levels, in all processes and through all decisions. We will work to promote the health and well-being of our campus community. We seek to invest our minds and hearts at the individual level, and our capacity and resources at the institutional level, to bring about and sustain needed change in a way that champions equity, diversity, inclusion, belonging and well-being at NC State.

Objective	Initiative	GOALS							Start Year			Cabinet Responsibility	Contact(s)
		1	2	3	4	5	6	7	FY22	FY23	FY24		
4.1. Promote the campus community's health and well-being	4.1.1. Embed mental health clinicians throughout campus and examine support for off-campus referral resources.	☑	☐	☐	☑	☑	☐	☐		•		VCDASA	Lisa Zapata
	4.1.2. Implement JED Campus program and assessment building on existing student mental health offerings.	☑	☐	☐	☑	☑	☐	☐			•	VCDASA	Lisa Zapata
	4.1.3. Implement proactive population-level interventions to promote well-being and to complement existing individual-level crisis response efforts.	☑	☐	☐	☑	☑	☐	☐			•	VCDASA / VPIED	Lisa Zapata
	4.1.4. Prepare for and implement the Healthy Minds Survey study of mental health, service utilization, and related issues among undergraduate and graduate students.	☑	☐	☐	☑	☑	☐	☐			•	EVC & Provost / VCDASA	Lisa Zapata
4.2. Equip the university to embrace diversity, practice inclusion, and promote well-being	4.2.1. Continue to work with department heads on improving departmental climate and equity.	☐	☐	☐	☑	☑	☐	☑		•		EVC & Provost / VPIED	Katharine Stewart
	4.2.2. Develop recommendations that support the retention, success and well-being of Black faculty at NC State across all ranks and tracks.	☐	☐	☐	☑	☑	☐	☑		•		EVC & Provost / VCDASA / VPIED	Doneka Scott Jai Jackson
	4.2.3. Develop and implement a cross-cultural and inclusive mentoring and mentoring education program for faculty, to improve mentorship of underrepresented or historically marginalized populations.	☐	☐	☐	☑	☑	☐	☑			•	EVC & Provost / VPIED	Katharine Stewart
	4.2.4. Develop and deliver DEIBW training opportunities for all student organization leaders and advisors, with attention to issues of efficacy and accountability.	☑	☐	☐	☑	☑	☐	☐			•	VCDASA / VPIED	Donna McGalliard
	4.2.5. Foster partnerships to expand the impact of PackUnited and other campus student organizations working to fight racism.	☑	☐	☑	☑	☐	☐	☐			•	Athletics Director / VCDASA	Donna McGalliard
	4.2.6. Inventory and align diversity, equity, and inclusion programs and initiatives universitywide to foster coordination and growth, and support intentional goal identification and appropriate assessment metrics.	☐	☐	☐	☑	☑	☐	☐			•	VPIED	Sheri Schwab
	4.2.7. Develop values-based guidance to help the NC State community prioritize, seek, and improve diverse representation of external partners on boards and advisory groups at all levels of the organization.	☐	☐	☐	☑	☑	☐	☐			•	VCUA / VPIED	Jai Jackson
4.3. Improve our campus culture for DEIBW	4.3.1. Pursue bronze-level recognition through the AAAS' STEMM Equity Achievement Change (SEA Change) program by completing our self-assessment and beginning to implement actions to improve diversity, equity and inclusion policies, programs and practices, particularly for STEMM faculty.	☐	☐	☐	☑	☑	☐	☑	•			EVC & Provost / VPIED	Sheri Schwab
	4.3.2. Identify and pursue central-led opportunities to increase awareness, support, and participation in employee affinity and advocacy groups.	☑	☐	☐	☑	☑	☐	☐			•	VPIED	Jai Jackson
	4.3.3. Ensure that diversity, inclusion, belonging and well-being assessments and data from institutional surveys are accessible and actionable for the university community to inform and improve practices.	☐	☑	☐	☑	☑	☐	☐			•	VPIED / EVC & Provost	Sheri Schwab
	4.3.4. Review our marketing and communications strategies and practices through a diversity and equity lens, recommending best practices and pursuing improvements through education and training.	☐	☐	☐	☑	☑	☐	☑			•	AVCUCOMM / EVC & Provost / VCDASA / VPIED	Mary Cole Pike

Goal 5: Improve university effectiveness through transformational technologies, cutting-edge processes and actionable data.

NC State strives to exceed best practices through customer service, employee engagement and resource management using collaborative processes that leverage data and technology. We will pursue emerging technologies that connect and empower our campus community. We will be agile and flexible in adapting to change and the evolving needs of our students, faculty and staff. NC State commits to utilizing actionable intelligence to engage in more strategically focused planning and decision-making activities that benefit our students, staff, faculty, partners and the broader community. We will attain greater efficiency and effectiveness to ensure the resiliency of our institution.

Objective	Initiative	1	2	3	4	5	6	7	FY22	FY23	FY24	Cabinet Responsibility	Contact(s)
5.1. Envision a physical environment to match our strategic directions	5.1.1. Conduct an inclusive process to develop a new physical master plan, including prototypes for new structures and improved existing structures.	☑	☑	☑	☑	☑	☑	☑	•			VCF&A	Lisa Johnson
	5.1.2. Establish and apply design principles for flexible, activity-based indoor and outdoor spaces that value sustainability, health, productivity, equity and social connection.	☑	☑	☑	☑	☑	☑	☑		•		VCF&A	Lisa Johnson
	5.1.3. Develop new space guidelines that consider the impacts and possibilities of flexible workplace strategies and our remote work policy on physical environment needs.	☐	☐	☐	☑	☑	☐	☐		•		VCF&A	Lisa Johnson
5.2. Adopt flexible, innovative practices that recruit and retain excellent employees	5.2.1. Continue to support supervisors and managers in implementing flexible work strategies.	☐	☐	☐	☑	☑	☐	☑	•			AVCUHR / VC&GC	Ursula Hairston
	5.2.2. Develop and initiate strategies that increase upward mobility for all NC State staff and help recruit diverse employees into supervisory and management positions.	☐	☐	☐	☑	☑	☐	☑			•	AVCUHR / VC&GC / VPIED	Tim Danielson
	5.2.3. Create innovative, efficient recruitment solutions for talent-competitive positions, such as common SHRA positions with high vacancy rates and non-faculty EHRA employees.	☐	☐	☐	☑	☑	☐	☑		•		AVCUHR / VC&GC	David Perryman
	5.2.4. Develop and implement a staff entrance experience survey to enhance recruitment effectiveness.	☐	☐	☐	☐	☑	☐	☐		•		AVCUHR	Ursula Hairston
	5.2.5. Develop and implement strategies that increase faculty members' access to mentoring at the individual, department, college, and/or university level.	☐	☐	☐	☐	☑	☐	☐		•		EVC & Provost	Katharine Stewart
5.3. Maximize our enterprise technology investments	5.3.1. Develop guidelines and trainings to ensure faculty, staff and students are aware of, and prepared to incorporate and effectively use, virtual meeting technologies and collaboration tools (e.g. Google suite).	☑	☑	☑	☑	☑	☑	☐			•	EVC & Provost / VCIT	Katie McInerny Bethany Smith
	5.3.2. Evaluate existing academic enterprise technologies for feature overlap and cost effectiveness.	☑	☐	☐	☑	☑	☐	☐			•	EVC & Provost / VCIT	Donna Petherbridge
	5.3.3. Develop and implement IT Purchase Compliance guidance for the nimble selection and purchase of digital tools (academic and business operations) that are cost-effective, non-duplicative, and secure.	☐	☐	☐	☐	☑	☐	☐			•	VCIT	Mardecia Bell
5.4. Make digital operation solutions pervasive	5.4.1. Design and implement a web-based Guest and Affiliate system that facilitates the request, review, and approval of visitor access to campus buildings and services.	☑	☑	☑	☐	☑	☑	☐			•	VCIT	Gwen Hazlehurst
	5.4.2. Increase the assignment of open educational resources (OERs) over commercial textbooks, where appropriate.	☑	☐	☐	☑	☑	☐	☐			•	EVC & Provost	Greg Raschke
	5.4.3. Implement the HR ePerformance Management module.	☐	☐	☐	☐	☑	☐	☐			•	AVCUHR / VCIT	Ursula Hairston
	5.4.4. Identify and pursue initiatives that reduce dependence on paper, including imaging, e-signature and e-form solutions.	☐	☐	☐	☐	☑	☐	☐			•	VCIT	Gwen Hazlehurst
	5.4.5. Migrate to cashless and e-commerce across point-of-sale and related financial transactions across the university.	☐	☐	☐	☐	☑	☐	☐	•			VCF&A	Dana Harris
5.5. Normalize data-enabled decision-making	5.5.1. Formalize a university data governance program to address data access, quality, security and usage.	☐	☐	☐	☐	☑	☐	☐			•	EVC & Provost / VCF&A / VCIT / VCRI	Margery Overton
	5.5.2. Develop and maintain an accessible university data catalog to promote access to and shared understanding of data resources and consistent documentation, usage and methodologies.	☐	☐	☐	☐	☑	☐	☐			•	EVC & Provost / VCF&A / VCIT	Margery Overton
	5.5.3. Identify and address gaps in our data analytics structures, platforms and technologies.	☐	☐	☐	☐	☑	☐	☐			•	EVC & Provost / VCF&A / VCIT	Margery Overton
	5.5.4. Expand number and scope of dashboards, reports, and other central data resources that provide actionable information to decision-makers at all levels and the campus community.	☐	☐	☐	☐	☑	☐	☐			•	EVC & Provost / VCF&A/ VCIT	Margery Overton
	5.5.5. Provide training and outreach to the university community to promote access, usage and data literacy with respect to institutional data and reports for decision-making.	☐	☐	☐	☐	☑	☐	☐			•	EVC & Provost / VCF&A/ VCIT / VCRI	Margery Overton
5.6. Foster operational excellence through focused policy	5.6.1. Maintain a comprehensive and well-run compliance program.	☑	☑	☑	☑	☑	☑	☑	•			VC&GC	Allison Newhart
	5.6.2. Identify and eliminate redundant or unnecessary university regulations and processes.	☐	☐	☐	☐	☑	☐	☐			•	VC&GC	Allison Newhart
	5.6.3. Envision and develop solution for maintaining up-to-date academic continuity plans for all courses.	☑	☐	☐	☑	☑	☐	☐			•	EVC & Provost	Helen Chen
5.7. Direct financial resources towards strategic aims	5.7.1. Implement a university strategic budget initiative to improve strategic allocation of resources from all revenue streams, transparency, and interdisciplinary collaboration and engagement.	☐	☐	☐	☐	☑	☐	☐			•	EVC & Provost / VCF&A / VCRI	Barbara Moses
	5.7.2. Enable strategic allocations that leverage university resources to incentivize scholarly collaborations across disciplines and units.	☐	☑	☐	☐	☑	☐	☐	•			EVC & Provost / VCF&A / VCRI	Barbara Moses
	5.8.1. Identify and secure a software system to manage visualization, reservation, and usage tracking for physical space on campus.	☐	☑	☐	☐	☑	☑	☐			•	EVC & Provost / VCF&A / VCRI	Doug Morton
	5.8.2. Implement a modern Constituent Relationship Management (CRM) platform for University Advancement to enhance engagement and philanthropy.	☐	☐	☐	☐	☑	☐	☐		•		VCUA	Jeff Baynham

5.8. Improve customer service and resource management	5.8.3. Build standard, streamlined, and transparent major events e-reservation and coordinated planning process, ensuring all necessary stakeholders are involved at the pre-event assessment and post-event review stages.	☐	☐	☐	☐	☑	☐	☐	•			VCF&A	Amy Orders
	5.8.4. Update the Security Master Plan and pursue identified improvements to building security.	☐	☐	☐	☐	☑	☐	☐		•		VCF&A	Scott McInturf
	5.8.5. Introduce a comprehensive infrastructure maintenance and investment strategy based on the evaluation of existing facilities data against industry-informed standards of care for identified assets (e.g. roofs, roads, chillers, etc.).	☐	☐	☐	☐	☑	☐	☐		•		VCF&A	Doug Morton
	5.8.6. Ensure internal university communications provide essential, actionable information and, where appropriate, opportunities for feedback.	☐	☐	☐	☐	☑	☐	☐		•		AVCUCOMM / EVC & Provost	Patrick Smith
	5.8.7. Enhance service delivery provided by the UHR Service Center to provide clients a self-service portal and increased first time resolution of customer work requests.	☐	☐	☐	☐	☑	☐	☐		•		AVCUHR	Margaret Erickson
5.9. Innovate organizational structures for collaboration and efficiencies	5.9.1. Envision an updated, coordinated approach to alumni engagement and annual giving that fosters lifelong involvement with NC State and its mission.	☑	☑	☑	☑	☑	☑	☑		•		VCUA	Reshunda Mahone
	5.9.2. Examine the feasibility of an overarching scholarship office that includes all signature scholar programs of excellence.	☑	☐	☐	☐	☑	☐	☑		•		EVC & Provost / VCUA	Don Hunt
	5.9.3. Implement the OneHR vision to balance the empowerment of local HR staff with central HR compliance and to foster efficient decision-making and innovation in areas like recruitment, retention, and succession planning.	☐	☐	☐	☐	☑	☐	☐		•		AVCUHR	Tim Danielson

Goal 6: Lead in developing innovative partnerships, entrepreneurial thinking and applied problem-solving.

At NC State, we recognize that many of society's toughest problems can only be solved through powerful multidisciplinary partnerships and an entrepreneurial approach. Our partnerships are numerous and varied, including partners in the academic, industry, government, community and nonprofit sectors. These partnerships are seen right here on campus, as well as across the state and around the world. We will remove barriers and achieve success through an ongoing commitment to innovative partnerships that bring together the brightest minds in industry, government, community and the academy to creatively tackle the great global challenges. Through innovative partnerships, academics, and co-curricular and extracurricular opportunities, we will continue to fuel and elevate NC State's entrepreneurial ecosystem.

Objective	Initiative	GOALS							Start Year			Cabinet Responsibility	Contact(s)
		1	2	3	4	5	6	7	FY22	FY23	FY24		
6.1. Partner to meet North Carolina's workforce needs	6.1.1. Create and implement a phased plan for Engineering North Carolina's Future, which will increase college of engineering enrollment to meet workforce demands.	☑	☑	☑	☑	☑	☑	☑		●		EVC & Provost / VCEAP&ED / VCF&A	Margery Overton
	6.1.2. Identify and plan for addressing broader campus impacts of engineering expansion, including on faculty, space, research, and student support resources.	☑	☑	☑	☑	☑	☑	☑		●		EVC & Provost / VCDASA / VCF&A / VCRI	Margery Overton
	6.1.3. Join the Kern Entrepreneurial Engineering Network (KEEN Partner) and develop a strategy for reaching all engineering students with entrepreneurial mindset and entrepreneurial-minded learning at least once during their undergraduate experience.	☑	☑	☑	☑	☑	☑	☑		●		EVC & Provost	Jerome Lavelle
6.2. Develop supportive infrastructures for innovative partnering	6.2.1. Envision, promote, and enable strategic partnership platforms that align the university's most strategic capability and competency areas in research, commercialization, innovation, entrepreneurship, and human capital to the needs of business and all partners.	☐	☑	☐	☐	☑	☑	☐			●	EVC & Provost / VCEAP&ED / VCF&A / VCRI / VCUA	Mark Schmidt
	6.2.2. Reinforce and build upon Centennial Campus' role as a premiere expression of partnerships and a dynamic, activated sense of place for differentiated and continued value exchange between partners and the university.	☐	☑	☐	☐	☑	☑	☐			●	EVC & Provost / VCEAP&ED / VCF&A / VCRI	Mark Schmidt
	6.2.3. Develop and realize the new Innovation District project on Centennial Campus, with vibrant learn / live / work spaces that expand opportunities for interaction and collaboration between academia and industry partners, and the public at large.	☐	☑	☐	☐	☑	☑	☐		●		VCEAP&ED / VCF&A	Alicia Knight
	6.2.4. Develop a cohesive, coordinated approach to corporate and foundation engagement inclusive of research, development, partnerships, real estate, and sponsorships.	☑	☑	☑	☑	☑	☑	☑			●	AVC UCOMM EVC & Provost / VCEAP&ED / VCF&A / VCRI / VCUA	Mark Schmidt
	6.2.5. Develop esports spaces that strengthen university connections with Triangle gaming and technology partners and position NC State for future educational innovations.	☐	☑	☐	☐	☐	☑	☑			●	AVC UCOMM EVC & Provost / VCEAP&ED / VCIT / VCRI	Marc Hoit
6.3. Elevate our entrepreneurial ecosystem	6.3.1. Envision, develop and implement curricular and extracurricular opportunities for all interested undergraduate and graduate students to be introduced to and participate in real-life skill-building experiences in innovation and entrepreneurship.	☑	☑	☐	☐	☐	☐	☐			●	EVC & Provost / VCDASA	Steve Markham
	6.3.2. Empower faculty and staff to launch companies and commercialize NC State technologies to prepare students for entrepreneurial and innovative careers, and to impact the region and world through job creation, economic development, and novel solutions to real-life problems.	☐	☑	☐	☐	☑	☑	☐	●			EVC & Provost / VCF&A / VCEAP&ED / VCRI	Steve Markham
	6.3.3. Partner to expand existing and create new opportunities for external investment in commercialization of NC State innovations.	☐	☑	☐	☐	☑	☑	☐			●	EVC & Provost / VCRI	Wade Fulghum
	6.3.4. Leverage NC State's National Academy for Inventors (NAI) local chapter to enhance visibility of the benefits of academic technology and innovation to society.	☑	☑	☑	☑	☑	☑	☑		●		EVC & Provost / VCRI	Wade Fulghum

Wolfpack 2030: Powering the Extraordinary
FY 2022 – FY 2024 Implementation Plan

Goal 7: Elevate the national and global reputation and visibility of NC State.

NC State has the opportunity to greatly amplify awareness of our strong brand and elevate our reputation to help achieve strategic goals and advance the university to unprecedented levels of success. To that end, we will establish and continuously promote an inclusive campus wide culture of teamwork, intentionality and awareness regarding strategies and tactics for enhancing our brand and reputation. We commit to leading and supporting universitywide systems and efforts that elevate regional, national and international awareness and impact of NC State's differentiators, competitive advantages and broad excellence. We will empower the campus community and key partners to be impactful brand champions. We will position NC State as a national and international leader in key areas of strength and opportunity that will continually advance the brand and reputation of the university and help achieve the goals of the strategic plan.

Objective	Initiative	GOALS							Start Year			Cabinet Responsibility	Contact(s)
		1	2	3	4	5	6	7	FY22	FY23	FY24		
7.1. Increase awareness of NC State in targeted markets across the country	7.1.1. Evaluate current NC State brand marketing practices, review best peer practices, and propose a Annual National Brand Marketing Strategy.	☑	☑	☑	☑	☑	☑	☑	•			AVC UCOMM	Mark Minor
	7.1.2. Resource and implement an integrated, research-driven Annual National Brand Marketing Strategy in collaboration with key campus partners.	☑	☑	☑	☑	☑	☑	☑		•		AVC UCOMM	Mark Minor
7.2. Update and amplify our strong national brand	7.2.1. Implement a comprehensive, research-driven brand refresh process with broad university participation to identify strategic updates to NC State's brand platform, guidelines, architecture, toolkit and execution.	☑	☑	☑	☑	☑	☑	☑		•		AVC UCOMM	Mark Minor
7.3. Improve sponsorship and brand licensing practices	7.3.1. Establish a cross-campus group to inform near-term improvements, and to provide ongoing insights, regarding universitywide sponsorship and related activities, needs and strategic collaborations.	☐	☐	☐	☐	☑	☑	☑	•			AVC UCOMM	Christopher Boyer
	7.3.2. Conduct a peer review/best practices study of university sponsorship programs; benchmark NC State's current sponsorship and brand licencing activity.	☐	☐	☐	☐	☑	☑	☑	•			AVC UCOMM	Christopher Boyer
	7.3.3. Lead a comprehensive and collaborative inventory and audit of existing university sponsorship activity, assets, inventory and value, and develop a shared database of university sponsorship activity.	☑	☑	☐	☐	☑	☑	☑	•			AVC UCOMM	Christopher Boyer
7.4. Modernize and enhance our digital marketing and communication capabilities	7.4.1. Obtain and implement a modern marketing automation capability in UCOMM to provide new capabilities to Advancement and ultimately other campus partners.	☐	☐	☐	☐	☐	☑	☑		•		AVC UCOMM	Mark Minor
	7.4.2. Update Email Mass Distribution System (EMDS) process so that additional types of emails can be strategically managed and distributed through centralized marketing automation system.	☐	☐	☐	☐	☑	☑	☑			•	AVC UCOMM	Mark Minor
7.5. Expand awareness of NC State's research differentiators and impacts	7.5.1. Baseline our current university research communications resources and structures, benchmark against peer best practices, and create a plan for a collaborative, world-class university research communications hub in UCOMM.	☐	☑	☑	☐	☑	☐	☑		•		AVC UCOMM / VCRI	Fred Hartman
	7.5.2. Design and implement a collaborative process to update NC State's strategic research areas, informed by the strategic directions of partnerships, interdisciplinary programs, and communications.	☐	☑	☐	☐	☐	☐	☑			•	AVC UCOMM / VCEAP&ED / EVC & Provost / VCRI	Rob Dunn Genevieve Garland
7.6. Pursue universitywide excellence in events, hospitality and protocol	7.6.1. Create a cross-campus committee to provide insight and leadership related to special event practices across campus and to review special event activity related to advancement, focusing on event strategy, branding, messaging, reporting, resources and impact.	☑	☑	☑	☐	☑	☐	☑	•			AVC UCOMM	Ellen Klingler
	7.6.2. Engage a third-party consultant to conduct a comprehensive assessment of event activity among colleges and units and advise on best practices for future NC State events and event planning.	☑	☑	☑	☐	☑	☐	☑	•			AVC UCOMM	Ellen Klingler
	7.6.3. Develop a comprehensive, collaborative events strategy and plan to ensure that key live communications experiences are impactful and serve to advance brand awareness and pride-in-place to key constituents locally and throughout the nation.	☑	☑	☑	☐	☑	☐	☑		•		AVC UCOMM	Ellen Klingler
7.7. Enhance NC State's donor relations and stewardship practices	7.7.1. Review current practices, evaluate opportunities, and create a multidisciplinary/cross-unit stewardship plan.	☑	☑	☐	☐	☑	☑	☑		•		AVC UCOMM / VCUA	Amy Feriozzi
	7.7.2. Implement and lead innovative and meaningful stewardship strategies for donors at all levels to elevate the brand and strengthen philanthropic partnerships with the university.	☑	☑	☐	☐	☐	☑	☑		•		AVC UCOMM / VCUA	Amy Feriozzi
7.8. Identify and pursue rankings that best advance our brand and reputation	7.8.1. Baseline our current national and international rankings activities and identify key rankings for NC State's success.	☑	☑	☑	☑	☑	☑	☑			•	AVC UCOMM / EVC & Provost	Mark Minor
	7.8.2. Develop and implement a strategy for focused, improved submissions for key university-level rankings.	☑	☑	☑	☑	☐	☑	☑			•	AVC UCOMM / EVC & Provost	Mark Minor
7.9. Update social media efforts	7.9.1. Review best practices and present plan to launch a modern social media ambassador program focused on user generated content.	☑	☐	☑	☑	☐	☐	☑		•		AVC UCOMM	Megan Ellisor
	7.9.2. Utilize social media to increase impressions, interactions, and followers of NC State's official channels.	☐	☐	☐	☐	☑	☐	☑			•	AVC UCOMM / VCUA	Megan Ellisor
7.10. Ensure PRRs support brand and reputation	7.10.1. Update, and where needed, establish appropriate policies, standards, and processes to ensure strategic and coordinated campus-wide communications, marketing, events and sponsorship efforts to strategically, efficiently and effectively elevate brand and reputation.	☑	☑	☑	☑	☑	☑	☑			•	AVC UCOMM	Mark Minor