Wolfpack 2030: Powering the Extraordinary
FY 2025 – FY 2027 Implementation Plan

This implementation plan is a living document. It reflects the strategies and near-term initiatives that require our focus in order to meet NC State's long-term strategic goals. Cabinet responsibility and contacts are listed alphabetically. References to FY22-24 implementation plan initiatives are included (*in parenthesis*). As initiatives progress to a state of core work and continuous improvement, they are collected at the end of the plan.

Strategy	GOALS							Initiatives	Cabinet Responsibility	Contact(s)
	1	2	3	4	5	6	7			
1. Make high impact experiences and skills accessible to all degree-seeking students.	☑	☑	☑	☑	☑	☑	☑	1.1. Launch the university's Quality Enhancement Plan and provide early, accessible opportunities for students to engage in, and reflect on the value of, high impact experiences. *(encompasses 1.3.2, 1.3.3, 1.3.7, 2.1.4, 6.3.1)*	EVC & Provost / VCDASA	Rebecca Sanchez
								1.2. Develop and implement a summer school course strategy to promote timely completion and access to high impact experiences. *(revised 1.1.7)*	EVC & Provost	Helen Chen
								1.3. Update the General Education Program as required to promote access to high impact experiences. *(revised 1.3.1)*	EVC & Provost / VCDASA	Helen Chen
								1.5. Strengthen signature career readiness and financial awareness offerings for student athletes. *(revised 4.2.5)*	Athletics Director	Raymond Harrison
2. Serve the changing educational needs of our learners during their academic and professional careers and lifetimes.	☑	☐	☑	☑	☐	☐	☑	2.1. Use the implementation of a standard microcredential badging platform to facilitate improved microcredential workflows, data collection and reporting. *(encompasses 1.1.2, 1.1.3, 1.1.4, 1.1.5)*	EVC & Provost	Helen Chen
								2.2. Design and facilitate pilot initiatives that demonstrate effective value propositions and marketing approaches for our for-credit certificates and non-credit credentials. *(encompasses 1.1.2, 1.1.3, 1.1.4, 1.1.5)*	EVC & Provost	Helen Chen
								2.4. Develop a branding strategy that positions NC State Continuing and Lifelong Education as the gateway through which learners can easily access and navigate non-degree opportunities offered by colleges. *(revised 1.1.4)*	EVC & Provost	Mark Bernhard
								2.5. Establish collaborative models between NC State Continuing and Lifelong Education and colleges for the creation of innovative and financially sustainable non-degree programs. *(new)*	EVC & Provost	Helen Chen
								2.6. Develop comprehensive strategies between DELTA and colleges to create online programs that support the university's strategic enrollment goals and adhere to best practices in online program development. *(new)*	EVC & Provost	Donna Petherbridge
3. Pursue excellence in targeted areas of student support.	☑	☐	☐	☑	☑	☐	☑	3.1. Develop and implement 'Course Ready', a flat-rate, digital-first, day-one course material delivery program via the university bookstore, designed to improve accessibility and affordability for required undergraduate textbooks and course materials. *(revised 1.2.1)*	EVC & Provost / EVCFA	Richard Berlin
								3.2. Expand the Campus Writing and Speaking Program to promote the integration of writing, speaking, and digital communication in all disciplines. *(revised 1.3.8)*	EVC & Provost	Kimberly Grainger
								3.3. Work across campus communities of practice to define and provide a consistent standard of excellent, comprehensive student support and advising. *(1.4.2)*	EVC & Provost / VCDASA / VCIT	Kesha Reed
								3.4. Examine the feasibility of an overarching scholarship office that includes signature scholar programs of excellence. *(5.9.2)*	EVC & Provost / VCUA	Don Hunt
								3.5. Identify philanthropic support to grow need-based aid, merit-based financial resources, and graduate fellowships. *(1.4.1)*	VCUA	Sonia Murphy
								3.6. Develop and offer onboarding and transition supports specific to transfer and readmitted students. *(1.4.4)*	EVC & Provost / VCDASA	Kesha Reed Carrie Zelna
								3.7. Expand transfer student access through Wolfpack Connect and related initiatives. *(new)*	EVC & Provost	Don Hunt
								3.8. Transition NC State's learning management system to Canvas by Instructure. *(new)*	EVC & Provost / EVCFA	Donna Petherbridge
4. Grow our contribution of highly prepared engineering graduates in North Carolina's workforce.	☑	☑	☑	☑	☑	☑	☑	4.1. Create and implement a phased plan for Engineering North Carolina's Future, which will increase college of engineering enrollment to meet workforce demands. *(6.1.1)*	EVC & Provost / EVCFA / VCEAP&ED	Margery Overton
								4.2. Identify and plan for addressing broader university impacts of engineering expansion, including on faculty, space, research, and student support resources. *(6.1.2)*	EVC & Provost / EVCFA / VCDASA / VCIT / VCRI	Margery Overton
5. Enable and encourage collaboration across traditional disciplinary boundaries.	☑	☑	☑	☑	☑	☑	☑	5.1. Develop and support new interdisciplinary courses, curricula and programs, and the infrastructures required to enable, encourage and support their operation. *(1.3.6)*	EVC & Provost / VCDASA	Helen Chen Rob Dunn
								5.2. Expand networking events to catalyze connections among NC State's faculty. *(2.1.2)*	EVC & Provost / VCRI	Rob Dunn
								5.3. Foster the success and effectiveness of interdisciplinary Academies through meaningful evaluative processes. *(revised 2.3.2)*	EVC & Provost	Rob Dunn
								5.4. Refine reappointment, promotion and tenure policy and practices to incorporate and recognize interdisciplinary approaches to the realms of faculty responsibility. *(2.3.3)*	EVC & Provost	Rob Dunn Kimberly Grainger
								5.5. Develop and implement a comprehensive strategy to communicate, facilitate and extend interdisciplinary work to external audiences. *(2.3.5)*	VC UCOMM / EVC & Provost / VCRI	Rob Dunn
6. Showcase a culture of integrated education and research through the Integrative Sciences Initiative.	☑	☑	☑	☑	☑	☑	☑	6.1. Envision and launch the Integrative Sciences Initiative for cutting-edge teaching and learning in molecular sciences. *(revised 1.3.5)*	EVC & Provost	Helen Chen Rob Dunn
								6.2. Design and build an Integrative Sciences Building as inspiring, flexible and cutting-edge spaces for teaching and learning in molecular science. *(revised 2.4.1)*	EVC & Provost / EVCFA / VCRI	Helen Chen Rob Dunn

Goal								Objective	Responsible	Lead
7. Strengthen the assets, systems and networks that support a rapidly evolving research enterprise.	☐	☑	☐	☐	☑	☐	☑	7.1 Through external evaluation, and with consideration of inputs from the research administration and support services task forces, strategically assess NC State's research infrastructure to clarify needs and provide actionable recommendations for sustainable growth, operational excellence, and enhanced national competitiveness. *(new, revised)*	EVC & Provost / EVCFA / VCRI	Tim Danielson Dana Harris Krista Walton
								7.2. Complete the implementation of the Research Enterprise Data (RED) system, including improvements to related communications, processes, and tools. *(2.2.3)*	EVCFA / VCIT / VCRI	Jack Foster Mary Millsaps Kevin Schroeder
								7.3. Offer centralized solutions for the nimble identification, early support, and sustained management of complex interdisciplinary research initiatives. *(revised 2.2.2, 2.2.5)*	EVC & Provost / VCIT / VCRI	Genevieve Garland Jacob Jones
								7.4. Plan for and pursue the research computing leadership, policies and infrastructures necessary to support data-intensive research and research with emerging technologies, including artificial intelligence. *(revised 2.5.1, 2.5.2)*	EVC & Provost / VC&GC / VCIT / VCRI	Genevieve Garland Marc Hoit Julie Swann
								7.5. Develop the Research Facilitation Service expertise network to improve awareness, coordination, growth, and effectiveness of research computing and data services across the university. *(2.2.1)*	EVC & Provost / VCIT / VCRI	Greg Raschke
								7.6. 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). *(2.2.4)*	EVC & Provost / VCIT / VCRI	Genevieve Garland
								7.7 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. *(5.4.1)*	VCIT / VCRI	Gwen Hazlehurst
								7.8. Identify and introduce improvements in research program safety and management, training, monitoring, and accountability. *(2.5.4)*	EVC & Provost / EVCFA / VCRI	Deidre Tate
8. Grow community engaged scholarship at NC State.	☐	☑	☑	☐	☑	☑	☑	8.1. Envision and launch new partnerships between academic faculty and NC State Extension. *(new, revised)*	EVC & Provost	David Monks
								8.2. Expand faculty access to, and participation in, professional development on community engagement and community engaged scholarship. *(new, revised)*	EVC & Provost	David Monks
								8.3. Develop and disseminate best practices for documenting and evaluating community-engaged scholarship and teaching activities in faculty promotion and tenure. *(3.1.1)*	EVC & Provost	Kimberly Grainger David Monks
9. Pursue signature efforts to create a healthy and supportive university community for all.	☑	☑	☐	☑	☑	☐	☑	9.1. Implement JED Campus program and assessment building on existing student mental health offerings. *(4.1.2)*	VC DASA	Lisa Zapata
								9.2 Analyze and plan to address University of North Carolina System Office revisions to career salary ranges for SHRA and EHRA non-faculty employees. *(new)*	AVCUHR	Tim Danielson
								9.4. Identify and address barriers to progression and retention for faculty. *(revised 4.2.2, 4.3.1, 4.3.3)*	AVCUHR / EVC & Provost	Kimberly Grainger
								9.5. Analyze and plan to address recommendations from the 2024 faculty salary equity study, which includes professional track faculty. *(revised 4.2.2, 4.3.1, 4.3.3)*	AVCUHR / EVC & Provost	Tim Danielson Sheri Schwab
								9.6. Increase recognition of and balance of faculty service loads. *(revised 4.2.2, 4.3.1, 4.3.3)*	EVC & Provost	Kimberly Grainger
								9.7. Guide universitywide compliance with the American with Disabilities Act (ADA) updated standards for accessibility in digital spaces. *(new)*	EVC & Provost / VCIT	Sheri Schwab Kim Vassiliadis
10. Adopt flexible, innovative practices that foster a productive and engaging work environment.	☑	☐	☐	☑	☑	☐	☑	10.2. Develop and initiate strategies that increase upward mobility for all NC State staff. *(revised 5.2.2)*	AVCUHR / VC&GC	Tim Danielson
11. Transform university operations and improve effectiveness	☐	☑	☐	☐	☑	☐	☐	11.1. Develop university effectiveness strategies to manage complexities of near-term growth (students, research, space) across our administrative, operational and service areas, focused on managing our physical campus including space assignment, building our productive and engaged workforce and leveraging data and technology. *(new)*	EVCFA / EVC & Provost / AVCUHR / VCRI / VCIT	Catherine Phillips
								11.2. Formalize the use of the collaborative Campus Development Process for growing and sustaining NC State's physical campus, as codified by the recently approved 2023 Physical Master Plan, including orienting stakeholders to the campus and the mechanisms used to plan and execute projects. *(new)*	EVCFA	Lisa Johnson
								11.3. 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.). *(5.8.5)*	EVCFA	Lisa Johnson
								11.4. Develop and implement Finance Learning Academy to enhance operational knowledge with campus finance partners to support key operations associated with accounting, purchasing and post award transactions across the university. *(new)*	EVC & Provost / EVCFA / VCRI	Dana Harris
								11.5. Pursue AI Advisory Group recommendations for innovation and application of AI in research, education and business use at NC State. *(new, revised)*	EVC & Provost / EVCFA / VCIT / VCRI	Ray Levy
12. Optimize the use of enterprise systems.	☐	☐	☐	☐	☑	☐	☐	12.1. Implement a university budgeting tool to improve strategic allocation of resources from all revenue streams, transparency, and interdisciplinary collaboration and engagement. *(revised 5.7.1)*	EVC & Provost / EVCFA	Barbara Moses
								12.4. 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. *(5.8.7)*	AVCUHR	Tim Danielson
								12.5. 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. *(5.3.3)*	EVCFA VC IT	Mike McComas

							Initiative	Responsible	Lead
13. Develop the infrastructure required to normalize data-enabled decision-making.							13.1. Establish and implement a comprehensive university data governance program. *(revised 5.5.1)*	EVC & Provost / EVCFA / VCIT / VCRI	McKinney Austin
							13.2. Develop and maintain a university data catalog to promote access to and shared understanding of data and analytics resources and consistent documentation, usage and methodologies. *(revised 5.5.2)*	EVC & Provost / EVCFA / VCIT / VCRI	McKinney Austin
☐	☐	☐	☐	☑	☐	☐	13.3. Identify and address gaps in our infrastructure, tools, platforms and technologies that enable institutional analytics activities. *(revised 5.5.3)*	EVC & Provost / EVCFA / VCIT / VCRI	McKinney Austin
							13.4. Expand the 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. *(5.5.4)*	EVC & Provost / EVCFA / VCIT / VCRI	McKinney Austin
							13.5. Provide training and outreach to the university community to promote access, usage and data literacy with respect to institutional analytics resources for decision-making. *(revised 5.5.5.)*	EVC & Provost / EVCFA/ VCIT / VCRI	McKinney Austin
14. Maximize the mutual benefits of strategic partnerships through a coordinated experience.							14.4. 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. *(6.2.1)*	VC UCOMM / EVC & Provost / VCEAP&ED / EVCFA / VCRI / VCUA	Mark Schmidt
							14.5. Advance the vibrant learn / live / work environment on Centennial Campus, expanding opportunities for interaction and collaboration between academia and industry partners, the student body, and the public at large through enhanced programs and stakeholder engagement, as well as the implementation of the innovation district project. *(revised 6.2.3)*	EVCFA / VCEAP&ED	Alicia Knight
15. Grow national and international recognition of our leadership in key areas of strength.							15.2. Resource and implement an annual integrated communication, marketing and brand strategy in collaboration with key campus partners. *(revised 7.1.2)*	VC UCOMM	April Norris
							15.3 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. *(7.5.1)*	VC UCOMM / VCRI	April Norris
							15.4. 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. *(7.5.2)*	VC UCOMM / VCRI	Rob Dunn Genevieve Garland
16. Form advancement centers of excellence that empower the campus community to act as impactful brand champions.							16.1. Create a cross-campus hub 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. *(7.6.1)*	VCUA	Ellen Klingler
☐	☐	☐	☐	☑	☐	☑	16.2. Create a cross-campus hub to standardize stewardship practices, including reporting, and to lead innovative and meaningful stewardship strategies for donors at all levels. *(revised 7.7.1, 7.7.2)*	VCUA	Amy Feriozzi

INITIATION COMPLETE / TRANSITION TO CORE WORK

							Initiative	Responsible	Lead
For initiatives in this section, implementation activity has progressed to a state of core work and continuous improvement.							1.4. Develop and implement strategies that connect current students with alumni groups to promote personal and professional development. *(1.3.4)*	VCUA	Reshunda Mahone
							2.3. Establish a community of practice to develop microcredential expertise and best practice guidance. *(encompasses 1.1.2, 1.1.3, 1.1.4, 1.1.5)*	EVC & Provost	Helen Chen
							9.3. Identify and pursue collaborative universitywide efforts that foster staff belongingness. *(revised 4.2.6)*	AVCUHR	Tim Danielson
							9.7. Increase all faculty members' access to mentoring at individual, department, college, and/or university levels. *(revised 4.2.3, 5.2.5)*	EVC & Provost	Kimberly Grainger
							10.1. Develop new space policies and guidelines that address the impacts of flexible workplace strategies on physical environment needs. *(5.1.3)*	EVCFA	Lisa Johnson
							12.2. Identify and pursue initiatives that reduce dependence on paper, including imaging, e-signature and e-form solutions. *(5.4.4.)*	VCIT	Gwen Hazlehurst
							12.3. Implement a modern Constituent Relationship Management (CRM) platform for University Advancement to enhance engagement and philanthropy. *(5.8.2)*	VCUA	Jeff Baynham
							14.1. Institute an internal standing group of partner engagement stakeholders to coordinate strategic opportunities, actions and engagements. *(revised 6.2.4)*	VC UCOMM / EVC & Provost / EVCFA / VCEAP&ED / VCRI / VCUA	Mark Schmidt
							14.2. Institute a community of practice to develop partner engagement expertise and best practices, strengthen internal networks, improve awareness, and identify partner engagement opportunities. *(revised 6.2.4)*	VC UCOMM / EVC & Provost / EVCFA / VCEAP&ED / VCRI / VCUA	Mark Schmidt
							14.3. Implement a process to identify and understand industry and corporate partner engagements across the institution. *(revised 6.2.4)*	VC UCOMM / EVC & Provost / EVCFA / VCEAP&ED / VCRI / VCUA	Mark Schmidt
							15.1 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. *(7.2.1)*	VC UCOMM	April Norris Mary Cole Pike