



NC STATE

Outreach & Engagement

The New Engagement:

*A Bold Statement of Colliding
Concepts Transcending
Traditional Solutions*

North Carolina State University
Office of Outreach & Engagement

2015-2020 Strategic Plan

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“Engagement is a two-way street,
and NC State travels in both directions.”

— NC State Chancellor Randy Woodson



The New Engagement:

*A Bold Statement of
Colliding Concepts
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**2015-2020
Strategic Plan**

NC State University was founded on the premise of economic engagement, a commitment to create new and practical knowledge about agriculture and engineering, the transmission of knowledge to students and the adoption of innovative solutions for a wide range of challenges. Our twenty-first century definitions of engagement have expanded to include the wide breadth of our university's range of disciplines. They nonetheless remain focused on creating new knowledge and fostering its adoption through sustained, focused engagement with our diverse partners.

Through its extensive economic and social outreach and engagement initiatives, NC State places a strong emphasis on building connections between talent, innovation and place. These connections are built into our institution's most important guiding frameworks, including The Pathway to the Future: NC State's 2011-2020 Strategic Plan, which sets out detailed plans for: student success; faculty and infrastructure investment; targeted research solutions that address the most pressing issues facing the global community; organizational improvements at every level of the enterprise; and ever-expanding partnerships and widespread outreach initiatives.

A relentless desire to “Think and Do” for the greater good drives our work. NC State's forward-looking solutions attract accomplished students from across the globe to study with world-leading faculty who are at the forefront of innovation, drive economic growth and address many of society's greatest challenges.

NC STATE UNIVERSITY VISION, MISSION, VALUES AND GOALS

NC State Vision

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

NC State Mission

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

NC State Values

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

- Integrity—in the pursuit, creation, application, and dissemination of knowledge
- Freedom—of thought and expression
- Respect—for cultural and intellectual diversity
- Responsibility—for individual actions and service to society
- Stewardship—in sustaining economic and natural resources
- Excellence—in all endeavors

Outreach & Engagement Goals

GOAL 1: Culture of Engagement – Invest in developing, supporting and rewarding new and innovative multidisciplinary ideas as we partner to promote a culture of local responsiveness and global engagement.

GOAL 2: Community Collaboration and Partnerships – Leverage the distinct assets of the university to realize opportunities that emphasize reciprocity, collaboration and strong partnerships.

GOAL 3: Capacity to Make a Difference – Utilize best practices to extend resources, share expertise, apply research outcomes and seek new opportunities to listen and learn.

LETTER FROM THE VICE PROVOST

Each year, NC State reaches millions of people through a wide range of activities we describe as outreach and engagement. As a large, land-grant university, whose mission includes the responsibility and privilege to serve, we reach beyond ourselves to develop and nurture social and economic development in ways that support our constituents, our counties, our country and the globe.

At its core, the term “engagement” describes a commitment to fostering broad relationships outside academia - in, among, and globally for a wide range of communities, including nonprofits, government, business, and groups at the local, regional and national level. We take seriously our duties to extend resources, share expertise and apply research outcomes.

We view these relationships as mutually beneficial, since our partners effectively identify needs, show us what is working in the real world and offer insights into gaps in knowledge, expertise and innovation. This lens of reciprocity is built into the Carnegie Institution’s designation criteria for Community Engagement Classification, which emphasizes collaboration, mutual benefits and partnership.

When I was appointed to the position of Vice Provost for Outreach and Engagement in 2013, I heard time and time again that stakeholders needed us to listen to their needs, analyze gaps and facilitate opportunities for stronger partnerships. This more targeted approach to outreach and engagement has focused resources, eliminated duplication and harnessed valuable expertise. It is truly our privilege to serve the university and its partners in this important work.



Dr. Thomas K. Miller, III

Senior Vice Provost for Academic Outreach and Entrepreneurship at North Carolina State University



Dr. Terri Helmlinger Ratcliff

Vice Provost for Outreach & Engagement and Executive Director of the Industrial Extension Service

In listening to our constituents' needs, and in intentionally aligning our work to the goals laid out in *The Pathway to the Future: NC State's 2011-2020 Strategic Plan*, we have structured this strategic plan around three goals. These three areas, which emphasize engagement work culture, community and capacity, are keenly scoped and inclusive of the broad range of key engagement needs being addressed by NC State. To develop this plan, we systematically cross-walked the University's strategic plan with the self assessments conducted for the 2015 Community Engagement Designation received from the Carnegie Foundation for the Advancement for Teaching and the Association of Public & Land Grant Universities Innovation and Economic Prosperity Universities Designation and Awards Program. Findings from these important planning and assessment efforts engaged hundreds of stakeholders from inside and outside of the University and provided valuable insights and information that informed the goals and strategies outlined in this plan.

The first of these, which is to promote a **culture of engagement**, is grounded in the university's mission as a land-grant institution, which has historically encouraged, promoted and rewarded innovative outreach and engagement. We believe that outreach and engagement work both flows from and drives our culture - and, for this reason, a culture of engagement is the very foundation of this plan.

The activities we propose expand and move forward this core work by facilitating coordinated planning and assessment, communicating and celebrating outreach and engagement endeavors, and inspiring and facilitating new work through partnership-driven programs and activities. Our efforts will be enhanced by bringing experts from around the globe together to explore new ideas and share best practices.

Cross-disciplinary collaboration and external cooperation are what make our work responsive and relevant. In this context, we propose to work to more efficiently mobilize our existing skills so that we are better positioned to partner with community leaders to identify mutually beneficial engagement opportunities and develop replicable engagement models. Therefore, the second goal of **community collaboration and partnerships** is rooted in our commitment to enhancing collaboration across our campus so that we might, in turn, deepen and improve partnerships, practices and relationships that encourage collaboration and reciprocity. In choosing this goal, we recognize the impossibility of "going at it alone" and the irreplaceable value of practitioner and place-centered perspectives.

Finally, we will adopt best practices to build NC State's **capacity to make a difference** by positioning ourselves for sustainable growth and maximizing resources. North Carolinians famously espouse a 'can-do' attitude and NC State is proud to be a leader in developing and facilitating innovative business solutions. With this in mind, we will: capitalize on the knowledge and expertise of the university's outreach and engagement efforts to provide targeted services to a broad range of constituents; provide leadership on a broad range of relevant, research-based technologies; and build a sound and agile financial model that meets the needs of the engagement network, while remaining responsive to quickly-changing economic climates.

Taken together, these goals will both support the university's stated strategic planning efforts and proudly fulfill the promise of our institution's powerful new brand. In this way, we will contribute to a climate in which the university can powerfully "Think and Do" well beyond its own borders.

Sincerely,



Dr. Terri Helmlinger Ratcliff
Vice Provost for Outreach & Engagement

GOAL 1: CULTURE OF ENGAGEMENT

Invest in developing, supporting and rewarding new and innovative multidisciplinary ideas as we partner to promote a culture of local responsiveness and global engagement.

We will continue to invest in developing, supporting and rewarding new and innovative multidisciplinary ideas as we promote a culture of local responsiveness and global engagement. Our commitment to institutional effectiveness will be grounded in data-driven, systematic and systemic planning and assessment. Resources will be expended to continue to catalog our current and projected activities and clearly articulate a set of institutional metrics for regularly measuring and assessing the impact of our engagement work from multiple stakeholder perspectives. In addition, we will use technology to aggregate, analyze and present data and information in new and innovative ways across our enterprise with the goal of identifying new opportunities for multidisciplinary collaboration.

We believe that NC State's culture of engagement will differentiate us as a socially and economically engaged, modern land-grant institution for the 21st century.

Shared Strategies:

- **Ensure adaptability in response to stakeholder emerging needs by making a commitment to assessment and continuous improvement.** Disseminate engagement findings and outcomes in ways that are meaningful and useful.
 - **Enhance communication and awareness regarding NC State engagement activities.** Create an accessible repository of NC State engagement activities and initiatives and use as a foundation to highlight the scope and depth of NC State's commitment to engagement.
 - **Facilitate, recognize and reward knowledge creation and build opportunities for information sharing and collective engagement work.** Cultivate, recognize and reward the accomplishments of faculty, staff and partners and expand opportunities to participate in statewide, national and international engagement networks.
 - **Cultivate national models for the engaged university.** Raise the status of the NC State as an engaged institution.
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GOAL 2: COMMUNITY COLLABORATION AND PARTNERSHIPS

To realize strong community partnerships that emphasize reciprocity, collaboration and mutual respect by leveraging the distinct assets of the university.

Consistent with our Community Engagement Classification by the Carnegie Foundation for the Advancement of Teaching and our designation as an Innovation and Economic Prosperity University by the Association of Public Land-Grant Universities (APLU), we will integrate and align our resources and efforts across disciplines, colleges and units to partner university knowledge and resources with those of the public and private sectors to: enrich scholarship, research and creative activity; enhance curriculum, teaching and learning; help students to become educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good. We will listen, think and do—responding to communities’ voices and needs by engaging the time, knowledge and expertise of our researchers, faculty, staff and students and seeking new resources to accomplish shared goals.

We will listen, think and do - responding to communities’ voices and needs by engaging the resources and expertise of our faculty, staff and students and seeking new resources to accomplish shared goals.

Our efforts will largely focus on establishing “Ultimate Community Partnerships” that are designed to improve impact by bringing together and building synergy among existing university-sponsored community engagement projects, resources and assets with community-sponsored projects, resources and assets to address mutually beneficial needs of all partners involved. Each community will be defined by the partners.

Our partnerships will generate and refine exemplary models of engagement designed to effect transformational and systemic change. We will advance our continued commitment to the internationalization of our work and mission by facilitating faculty and staff scholarship and research through global engagement. Furthermore, we will enhance student academic success by integrating global perspectives and internationally-engaged learning experiences into our undergraduate and graduate programs, as well as our certificate and lifelong learning offerings.

Shared Strategies:

- **Establish and secure “Ultimate Community Partnerships” between NC State University and community partners to include business and industry, non-profits, educational institutions, federal and non-federal funding agencies, and government agencies at the local, state, national and global levels.** Provide support to community leaders who are willing and able to leverage the talents, skills, knowledge, experience and creative ideas of the citizens they serve and contribute to the learning of others.
 - Leverage the key strengths of programs with statewide presence to maximize opportunities, resources and outcomes.
 - Establish processes and protocols for collaboration dialogues between communities of need and the university.

- Align civic engagement and economic development to attain engaged learning communities. Facilitate the application of new knowledge and groupings of interests to reach new and innovative solutions.
- Define and secure the appropriate external specialized resources. Work with community partners to garner the resources needed to achieve identified goals, sustain economic achievements and promote cultural and environmental resiliency.
- **Maximize support for institutionalizing and advancing engagement across the full spectrum of university disciplines.** Ensure support for engagement in NC State's key policies, programs and initiatives.
- **Demonstrate NC State's leadership in student civic engagement.** Provide NC State students with enriching community-based service learning opportunities in diverse multicultural settings that make a difference and cultivate a life-long commitment to community engagement and leadership.

GOAL 3: CAPACITY TO MAKE A DIFFERENCE

Utilize best practices to extend resources, share expertise, apply research outcomes and seek new opportunities to listen and learn.

We will increase our capacity to make a difference by extending resources, sharing expertise, applying research outcomes and seeking out new opportunities to listen and learn. To this end, we will align our efforts with NC State's commitment to diversify funding sources.

We will model innovative strategies around the development of new revenue streams, drawing upon and cultivating internal and external expertise to expand our capacity and ability to deliver on outreach and engagement goals, deliverables and innovative products and services. This approach will ensure continued access to our educational, training and service offerings, allow for new opportunities to share engaged scholarship work, and provide greater freedom from cyclical funding models and economic uncertainties.

Shared Strategies:

- **Develop funding and revenue-generating mechanisms that ensure investment in university strategic priorities.** Alleviate organizational and administrative silos that impede program integration and innovation.
- **Leverage NC State business partnerships to enhance capacity for innovation and entrepreneurship.** Capitalize on knowledge, skills and expertise to provide relevant services to internal and external constituents.
- **Provide for the broad range of needs for lifelong learning.** Offer a relevant spectrum of credit, noncredit and enrichment programs through multiple delivery methods.
- **Open windows to the workplace and foster innovative business/industry apprenticeship and other learning opportunities.** Work with community colleges and business/industry partners to prepare the next-generation workforce.

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