Minutes for CHASS Faculty Meeting

The 2011 Fall Faculty Meeting was held on October 11, 2011 at 3:30 in Cox 206. Dean Braden welcomed the faculty and called the meeting to order with approval of previous minutes.

Reports of Standing Committees (available on the web at http://www.chass.ncsu.edu/faculty_staff/governance/meetings.php)

The following information items were discussed:
- Update on university business reorganization (Braden); recommend consulting http://go.ncsu.edu/borst
- Academic Program Review process
- Chancellor's Faculty Excellence Program: college process emailed to faculty; detailed criteria for ranking letters of intent will be available from the REED office.

Discussion Item: How Should Our College Respond to the University's Strategic Plan? The University Strategic Plan information available at: http://info.ncsu.edu/strategic-planning/
The focus has shifted to implementation. Five implementation task force reports will be available online. The implementation plan will go to Board of Trustees for adoption in November, 2011.
- The Dean discussed ideas in which our college will work on implementation in ways that enhance our scholarship, research, and identity.
  o Ideally, we'd like to identify three specific foci or programs that we will "hang our hats on" for future commitments.
  o Although there are drawbacks to focusing efforts on a few key areas (e.g., other areas may not be as rapidly or aggressively developed), there are significant advantages, particularly for attracting new resources and for allocating existing resources. It is clear that allocation of new resources to our college from internal and external sources are likely to be linked to our ability to alignthose strategic goals with those of the university.
  o We can sharpen our focus by identifying programs or emphasis areas for strategic development. Examples appear below.
  o Program examples: Expand living and learning experiences in humanities and/or social sciences; focus on undergraduate research; interdisciplinary seminar series; common reading program; increase immersive international experiences; adopt other efforts consistent with plan (e.g., intellectual entrepreneurship).
  o Emphasis areas: environment, energy, sustainability, health and well-being, safety and security, educational innovation.
  o Striking the right balance between supporting our core disciplines and building interdisciplinary capacity consistent with strategic priorities.

The floor was open for discussion.

Dean Braden will make the following shopping list available online and allow faculty to vote:

Improve Graduate Education
Enhance Creative Reading /Writing of Undergraduates
Solutions to Social Problems
Digital Humanities

Health and Well-Being
Improve Funded Research Portfolio
Strengthen Core Disciplines
Intellectual Entrepreneurship
High Impact Learning Experiences
Enhance Critical Thinking
Increase Study Abroad

Next step is to creata a form for continued dialogue on how best to move ahead. Toward that end, the deans office will post these minutes and provide a mechanism to solicit feedback from faculty across online and face-to-face fora.

- Note: Chancellor will visit Monday, 31 Oct.; general faculty meeting at 4:00 pm.
- The meeting adjourned at 5:00 pm.

GOAL 1: ENHANCE THE SUCCESS OF OUR STUDENTS THROUGH EDUCATIONAL INNOVATION

While balancing access with quality, NC State must ensure that our students make timely progress toward an NC State degree, and along the way, must provide educational opportunities that inspire them to lead, to serve, to challenge, to take responsibility, to build problem-solving skills, and to engage with complex problems.

STRATEGIES

1.1 Enroll a greater percentage of external undergraduate transfer students.

1.1.1 Action: Develop alternative pathways for admissions through the community college system.

1.2 Increase geographic diversity by enrolling more out-of-state and international students.

1.2.1 Action: Expand out-of-state and international recruiting activities.

1.2.2 Action: Expand outreach to high school counselors.

1.3 Improve retention and graduation rates.

1.3.1 Action: Undergraduate -- See Intracampus transfer (1.4); Proactive advising (1.5); High Impact Educational Experiences (1.7).

1.3.2 Action: Undergraduate -- Engage in strategic review of policies and regulations in light of their impact on retention and graduation.

1.3.3   Action: Graduate -- See Improve Mentoring (1.6).

1.4 Facilitate intracampus transfer.

1.4.1 Action: Establish a new process for intracampus transfers, including a common application on-line site.

1.4.2 Action: See Proactive Advising (1.5).

1.4.3 Action: Develop academically sound university-wide multidisciplinary degrees based on the use of minors, college-specific degrees, or other models.

1.5 Explore a new proactive advising model for freshmen and undergraduate students in transition.

Implementation Team's Recommended Resource Priority #1
1.5.1 Action: Provide an appropriate number of professional advisers in each department/college, DUAP and OIS.

1.5.2 Action: Develop and implement evaluation instruments for advisers to be used in annual reviews of professional and faculty advisers and, as applicable, in RPT process.

1.6 Improve mentoring of graduate students and post-doctoral scholars

1.6.1   Action: Develop and implement effective strategies for mentoring.

1.6.2   Action: Create "Outstanding Mentor Award Program."

1.6.3 Action: Develop annual workshops/panels for post-doctoral scholars, faculty, and staff on effective mentoring and for graduate students on being a mentee.

1.6.4 Action: Develop common set of expectations for mentoring and develop and implement best practices for regular review of Graduate Faculty status.

1.7 Provide high-impact educational experiences for undergraduates.

Implementation Team's Recommended Resource Priority #2
1.7.1 Action: Develop Environmental/Sustainability Village focused initially on first-year students.

1.7.2 Action: Determine demand for new villages: Reconvene Task Force on Living and Learning at NC State.

1.7.3 Action: Integrate study abroad into the curriculum.

1.7.4 Action: Expand Undergraduate Research participation.

1.7.5 Action: Develop interdisciplinary FYI courses linked to living and learning villages/learning communities.

GOAL 2: ENHANCE SCHOLARSHIP AND RESEARCH BY INVESTING IN FACULTY AND INFRASTRUCTURE

NC State's research culture permeates every aspect of our essence as a university. It structures our thought, informs our teaching, and directs our engagement beyond the campus. It is the foundation on which we build an innovative learning environment that engages our faculty, undergraduates, and graduate students alike. NC State's research quality determines our impact on the work force, on the economy, on the advance of knowledge, and on the human condition.

STRATEGIES

2.1 Increase the number of tenured and tenure-track faculty.

2.1.1 Action: **Set specific targets for increasing the number of tenured and tenure-track faculty.**
Seek funding to reach the targets over a five-year period.

2.1.2 Action: Seek and use new, existing, and redistributed funds to increase the number of faculty in areas of documented evidence of current, growing and strategic strength.

2.1.3 Action: **Develop an ongoing process of continuous scholarly improvements by identifying under-performing programs through a campus-wide program evaluation**.

2.2   Recruit leading scholars whose work is influential in their fields and on the world.

2.2.1. Action: Develop a program for targeted and competitive hiring of lead scholars who build opportunistic areas of strength to increase the research capacity of interdisciplinary programs/research collectives.

2.3 Provide opportunities to facilitate faculty career development.

2.3.1 Action: Establish and support external scholarly leave opportunities.

2.3.2 Action: Establish and support on-campus scholarly leave opportunities.
Provide opportunities for faculty to reside in another department or research center for varying time periods to focus on research activities.

2.3.3 Action: **Require that departments develop and implement formal departmental mentoring programs**. Ensure that junior faculty members are receiving appropriate guidance in the early stages of their careers.

2.3.4. Action: **Expand opportunities for professional development for faculty**. These may include training in grant development, leadership skills, and/or effective networking with granting agencies.

2.3.5 Action: **Provide a supportive environment that recognizes the work-life balance issues that face faculty members across career stages.** Identify needed programs and services, project the costs and benefits of existing and new programs.

2.3.6 Action: **Improve working conditions and opportunities for career development for non-tenure track faculty whose roles complement those of tenured and tenure-track faculty.** Recognize that an increase in research and scholarly activity among tenured and tenure-track faculty will increase the responsibility of non-tenure track faculty in teaching and service.

2.3.7. Action: **Recognize and promote excellence in existing faculty and programs through the nomination of outstanding faculty for national and international prizes and awards**. Give recognition and publicity to recipients.

2.4 Enhance our robust research infrastructure

2.4.1 Action: **Develop a process for prioritizing and acquiring (or replacing) high end, specialized equipment for shared facilities and service centers.** The process should be based on current, growing, and strategic areas of research strength. This action includes identifying resources.

2.4.2 Action: **Based on current, growing, and strategic research strengths, develop a schedule and prioritization process for timely maintenance, modification, and/or replacement of routine and mid-level equipment as it becomes obsolete or otherwise inadequate**. The process should be transparent and provide opportunities for researcher input.

2.4.3 Action: **Develop a process to assess the functionality, quality and utilization of existing research space** (i.e., individual and shared research labs and support facilities, animal care facilities, and human research facilities). This includes the identification of resources for improving inadequate facilities and research space.

2.4.4 Action: **Develop a schedule and prioritization plan for providing adequate staffing for supporting research functions,** e.g., technical personnel for shared-research facilities and administrative support for grants and contract management.

2.4.5 Action: **Develop an on-line inventory and searchable database of existing physical infrastructure that includes high-end and mid-level shared equipment and**

specialized space that could meet the needs of multiple researchers across campus.

2.5. Align research resources to advance the capacity of our researchers and partners.

2.5.1 Action: **Institute an annual review of NCSU's current and/or growing strategic research strengths.** This will include an assessment of expected trends in federal and industrial research support and our ability to position the university to compete for those resources. Shift new and existing resources to current, and/or emerging strategic areas through a visionary plan that allows growth into new areas while maintaining our core research strengths.

2.5.2 Action: Develop a transparent process for incentive-driven, equitable return of F&A funds to faculty, departments, colleges, and centers/institutes based on current, growing, and strategic research strengths.

2.6 Promote flexible, lean, and efficient administrative processes for research.

2.6.1 Action: Starting with a clean slate, evaluate the pre-award (proposal) process from the ground up, and develop a streamlined pre-award process that meets best practices, avoids redundancies, and creates clarity.

2.6.2 Action: Starting with a clean slate, evaluate post-award processes from the ground up, and develop a streamlined post-award process that meets best practices, avoids redundancies, and creates clarity.

2.6.3 Action: Evaluate the externally imposed regulatory requirements of shared facilities (e.g., animal welfare, safety, waste disposal) and refine our internal processes to meet them with the goal of removing self-imposed restrictions not otherwise required.

2.6.4 Action: Develop and implement standard approaches for administrative processes such as start-ups and cost-sharing. Streamline processes of the Institutional Review Board (IRB), Institutional Biosafety Committee (IBC), and Institutional Animal Care and Use Committee (IACUC); and other regulatory processes that affect research.

GOAL 3: ENHANCE INTERDISCIPLINARY SCHOLARSHIP TO ADDRESS THE GRAND CHALLENGES OF SOCIETY

The history and mission of NC State call for us to address the major challenges that confront the world. Addressing complex problems with many disciplinary aspects requires assembling teams of scholars with varied skills and diverse perspectives. We will maximize the impact of NC State's research by concentrating our research resources in areas where we have strategic strengths and by creating a

culture of collaboration and interdisciplinarity that will enrich not only our research activities, but also our teaching and engagement.

<div align="center">STRATEGIES</div>

3.1 Continually refine broad areas of emphasis in which NC State has strategic research strength.

3.1.1 Action: Establish a new, permanent, faculty centric committee (*Faculty Interdisciplinary Engagements Council)* to refine the areas of emphasis in which NC State will invest and to monitor progress in those areas and recommend redirection as appropriate. These areas should target the major challenges that confront the world.

3.1.2 Action: Establish an Interdisciplinary Seminar Series

3.2 Concentrate investment of university resources in identified areas of emphasis.

3.2.1 Action: Provide consistent funding to support activities of the *Faculty Interdisciplinary Engagements Council* (see Strategy 3.1.1).

3.2.2 Action: Support Interdisciplinary and/or Cluster Faculty Hires

3.2.3 Action: Reallocate resources to Strategic Interdisciplinary Units

3.2.4 Action: Establish and support a new, enhanced web-based program for faculty to discover opportunities for interdisciplinary research and collaboration

3.2.5 Action: Sponsor campus-wide competitions for interdisciplinary teams to seek funding for seed-grants, developing cross-cutting working groups to assemble teams to address the 'big' societal challenges.

3.2.6 Action: Create opportunities for undergraduate students to reflect and focus on problem-oriented, team-approached, big-picture, interdisciplinary problems and solutions

3.3   Lower the barriers between disciplines and departments.

3.3.1 Action: Establish policies that facilitate and encourage teaching and research across units on campus, e.g., on-campus sabbaticals, co-teaching and/or team teaching, and teaching in multiple departments.

3.3.2 Action: Revise SME and RPT documents to support interdisciplinary teaching, research, and other activities, including efforts to educate and re-acculturate DVF.

3.4 Establish processes to facilitate and reward interdisciplinary research.

3.4.1 Action: Establish formal mechanisms for recognizing excellence in interdisciplinary activities such as promotion and tenure criteria, and honors and awards at all levels (department, college, university, UNC-GA)

3.4.2 Action: Provide funding for seed grants that support interdisciplinary research and engagements .

3.4.3 Action: Provide infrastructure for encouraging and supporting interdisciplinary activity.

3.5 Reorganize graduate training into more flexible graduate fields of study.

3.5.1 Action: Expand the use of broader umbrella degrees to help reduce the number of graduate degrees and allow for more flexible programs of interdisciplinary study.

3.5.2 Action: Define appropriate departments to combine graduate training programs

3.5.3 Action: Develop Standing University Interdisciplinary Graduate Training Review Committee

GOAL 4: ENHANCE ORGANIZATIONAL EXCELLENCE BY CREATING A CULTURE OF CONSTANT IMPROVEMENT

An excellent university is pervasively excellent. The standard of excellence applies to all NC State faculty and staff and to all departments, institutes, centers, and units. But excellence is not a static target. Achieving excellence requires constant attention, self-assessment, inclusion, and the courage to change and adapt.

STRATEGIES

Strategies noted with an asterisk are already in progress as a component of realignment recommendations.

4.1 Enhance institutional pride among all staff, faculty, and students.

4.1.1 Improve quality of open house

4.1.2 Improve quality of campus tours

4.1.3 Promote campus-wide events, traditions, and hallowed spaces

4.1.4 Branding: Develop a University wide branding strategy that supports the 125th anniversary and the next fundraising campaign.

4.1.5 The Brick and Tradition Keeper medal program
Actions:
4.1.5a   Institutionalize the production of The Brick.
4.1.5b   Create an online version of The Brick.
4.1.5c   Formalize the Tradition Keepers medal program.
4.1.4d   Increase awareness regarding The Brick and the Tradition Keeper medal program among faculty and staff.
4.1.5e   Implement a faculty/staff version of the Tradition Keeper program as a part of New Employee Orientation.

4.1.6 Ethical campus climate
Action:
4.1.6a   Develop a campus creed that is embraced by the campus community.
4.1.6b   Feature campus creed in new employee orientation and student orientation.
4.1.6c   Hold faculty, staff, and students accountable on issues related to ethical behavior.

4.1.7 Improve North-Centennial Campus transportation options
Action:
4.1.7a   Complete study to identify better ways to move people across campus.
4.1.7b   Implement recommendations.

4.2   Encourage diversity and inclusion

4.2.1 Increase diversity awareness and interaction
Action:
4.2.1a   Research and develop Diversity 101 online module for students, faculty, and staff.
4.2.1b   Pilot Diversity 101 module.
4.2.1c   Implement Diversity 101 module after feedback from pilot.
4.2.1d   Review diversity related class syllabi that meet the General Education requirement – articulate a substantive standard for learning outcomes about diversity.   Make recommendations for additional classes to be added to the list of possible classes including perhaps a stand-alone Diversity 101 class. Collect data on the educational benefits of diversity at NC State.
4.2.1e   Review diversity component in new employee orientation and enhance the program with learning outcomes.
4.2.1f   Convene a taskforce to review programs like Opening Doors through CALS to determine feasibility of campus-wide implementation as a requirement for faculty and staff.

4.2.2 Diversity representation
Action:

4.2.2a   Review our diversity policies, practices and symbols for overall effectiveness; enhance opportunities that showcase the educational benefits of a diverse campus.

4.2.2b   Build the case across campus for the educational values associated with enhancing the diversity of our students, faculty and staff.

4.2.2c   Recruit and retain a critical mass of diversity representation in the student body and the work force.

4.2.2d   Develop specific initiatives that have been shown to be successful at other campuses like NC State to achieve a more diverse student body and workforce.

4.2.2e   Hold appropriate administrators accountable for developing a critical mass of diversity representation among students and employees.

4.2.3 Increase diversity interaction

Action:

4.2.3a   Adopt an official definition of diversity.

4.2.3b   Review the current diversity events on campus; increase the overall number; consider creation of an incentive program for participating.

4.2.3c   Create focus groups to start conversations regarding diversity.

4.2.3d   Consider creation of a living learning village for Social Justice.

4.2.3e   Conduct focus groups to identify the barriers to getting faculty, staff and students out of their "comfort zones" – to interact with people different from themselves.

4.2.3f   Appoint a task force of faculty, staff, students and alumni to develop plans to lower the barriers and increase the interactions among diverse groups of people.

4.2.3g   Implement the best ideas.

4.2.4 Free Expression Tunnel

Action:

4.2.4a   Work with the campus community to create a greater awareness regarding the Free Expression Tunnel.

4.2.4b   Host campus-wide events involving the Free Expression Tunnel (e.g. during Wolfpack Welcome Week, Orientation, etc.) that includes painting the Tunnel and signing a pledge that advocates both free speech and respectful speech.

4.2.5c   Provide specific information to all students, faculty, and staff regarding the Tunnel. Include information about history, culture and behavior on the hallowed spaces website.

4.2.4d   Counter incidents of "hate speech" in the Tunnel and encourage respectful speech.

4.3   Facilitate life/work balance

4.3.1 Provide staff with resources and opportunities for job training and professional development

Action:

4.3.1a   Establish an ad hoc committee to review required training programs for all managers and department head. The committee will make recommendations on required training programs, career path initiatives, 360 manager feedback and employee professional development.

4.3.1b   Recommendations, once approved, will be submitted for implementation.

4.3.2 Professional managerial training for department and unit heads
    Action:
    4.3.2a Develop a 360 assessment process which would reinforce effective leadership/management behaviors and identify areas for improvement. This process should complement 4.3.1.

4.3.3 Increase recognition of staff contributions in university communications
    Action:
    4.3.3a Convene focus groups of staff to identify ways to recognize staff that would be meaningful to staff.
    4.3.3b Based on results of focus groups, implement recommendations. Those recommendations could include the promotion of community service days, features and blurbs in the Bulletin, or lunch with the Chancellor.

4.3.4 Address life/work balance for faculty and staff
    Action:
    4.3.4a Develop a survey to obtain faculty and staff feedback for introducing an on-site employee wellness center.
    4.3.4b Benchmark best practices in employee wellness to create a holistic approach to providing life/work offerings.
    4.3.4c Create/implement best practices and/or survey feedback, which may include hiring at least two professionals, physical space, and an operating budget.
    4.3.4d Tie employee wellness to business goals.
    4.3.4e Develop a corporate sponsorship plan to fund initiatives.
    4.3.4f Increase awareness about existing employee wellness website.

4.3.5 Restructure new employee orientation
    Action:
    4.3.5a Develop a session within new employee orientation that helps new employees manage the life/work balance.

4.3.6 Establish an employee volunteer program
   Action:
   4.3.6a   Develop a comprehensive volunteer program for employees that allows for better
            utilization of community service hours.

4.4 Promote collaborations among faculty and staff

4.4.1 Expand freshman Common Reading program
   Action:
   4.4.1a   Review recommendations of existing task force on the "Uncommon Reading
            Program".
   4.4.1b   Implement recommendations as appropriate, including efforts to seek private
            funding to support initiatives.

4.4.2 Encourage staff participation in the academic activities of the university
   Action:
   4.4.2a   During the same focus groups that examine meaningful recognition for staff,
            identify academic activities of the university that they would find engaging.
   4.4.2b   Develop initiatives, such as Open House, that would engage staff in the academic
            activities of the University.

4.4.3 More shared campus spaces to promote interaction between faculty and staff
   Action:
   4.4.3a   During the same focus groups that examine meaningful recognition for staff,
            identify academic activities of the university that they would find engaging, explore
            the idea of shared campus spaces to promote interaction between faculty and staff.
   4.4.3b   Review ideas, to determine feasibility and return on investment.
   4.4.3c   Implement recommendations as appropriate.

4.5 Configure university support services for efficiency and effectiveness.

*4.5.1 Reconstitute the Administrative Process Review Committee
   Action: Identify and evaluate new opportunities for efficiency improvement and cost
            reduction, including assessment of the need for an "efficiency czar" to oversee
            process improvements on a sustained basis.

*4.5.2 Implement Business Operations Centers (BOCs)

4.5.3 Evaluate fundraising structures
   Action: Conduct university-level review of fundraising structure to assess efficiency and
   effectiveness of current model and implement recommendations that align fundraising
                              with
   resource needs and eliminate duplicative effort/costs between central and constituent-
                              based
   fundraising organizations.

4.5.4 Evaluate classroom management, support and scheduling; establish policies for research space utilization
Action: Management, support, and scheduling of classroom and research space should possibly be administered centrally.

4.5.5 Consolidate or reconfigure duplicate or redundant support programs across the university
Action: Building on the similarities between units and programs, consolidate or reconfigure where possible in order to reduce bureaucracy and create new opportunities for effectiveness and efficiency.

4.6   Align resource allocation with strategic priorities. (RS TF p4-6)

*4.6.1 Assess effectiveness and efficiency of all academic and administrative units
Action: Each department and unit should update their assessment plans to include metrics
and strategies to evaluate not only effectiveness but also efficient use of resources.

4.6.2 Develop funding models that ensure investment in university strategic priorities
Action: Utilize budget increases, budget decreases and centralized resources to gradually
bring units into balance with metrics and "ideal" funding models.

4.6.3 Create a central pool of funding to allow university administration the resources to invest in strategic priorities
Action: Revert 1% (or some other number) of its base budget, annually, to a central pool for reinvestment in university strategic priorities.

*4.6.4 Develop and implement procedures for regular review of academic programs
Action: Develop metrics to be used during 2011-12 and in subsequent years to assess degree
programs and to allocate resources equitably and strategically.

4.6.5 Ensure accurate data for academic and administrative activities that allow units to make the best possible decisions and university administration and community to fairly evaluate programs and activities (Data-Mart)
Action: Develop an accurate, user-friendly repository of useful academic and financial data that is readily accessible by the campus community.

4.7 Diversify financial resources.

4.7.1 Increase research funding and Principal Investigator (PI) effectiveness

   a. Examine impact of service center designations on Facilities and Administrative (F & A) returns

   b. Examine return on investment of expanding the Proposal Development Unit (PDU)

   c. Examine return on investment of college based research offices.

    d. Increase F & A return to PIs to increase incentives to apply and reapply for external funding. Examine a dividend system whereby portions of F & A return to the PI in terms of flexible benefits.

4.7.2 Increase endowment and annual giving

    *a. **Focus on donor-centric versus program-centric philanthropy at all giving levels, in conjunction with external development officer activity focused on prospects with the capacity to make major gift commitments.**
    *b. **Increase accountability for reaching goals**
     Action: Establish and incorporate clear fundraising goals at all levels of university leadership
  and link performance reviews to productivity towards those goals.

4.7.3 Develop new tuition and fee models. Develop a five year tuition and fee increase plan to
  review with the Board of Trustees and, with the Board's approval, for presentation to UNC General Administration and the Board of Governors.

*4.7.4 Increase summer school enrollments, re-examine summer school and DELTA funding models, and eliminate disparities in charges to campus students based on mode of delivery: DELTA v. lecture.

GOAL 5: ENHANCE LOCAL AND GLOBAL ENGAGEMENT THROUGH FOCUSED STRATEGIC PARTNERSHIPS

As the world has changed, NC State's reach has expanded beyond our borders and across the globe, challenging us to be locally responsive to the needs of our community and our state while globally engaged in solving the grand challenges facing our global community.

STRATEGIES

5.1 Support and provide opportunities for increasing students' local and global knowledge, experience and perspectives.

5.1.1 Action: Increase the number of immersive, high-impact study abroad, service-learning, global internships, and other local and global learning activities available to students (both for credit and non-credit).

5.1.2 Action: Create a credit requirement for all undergraduates to have an "immersive" local and global experience.

5.1.3 Action: Modify the academic calendar to create 2 to 3 week mini-semesters, as January- or May-terms (J/M-terms).

5. 1.4 Action: Increase the number of international undergraduate students and the interaction between the international students, faculty, and staff at NC State with the campus community. Create programs to more fully integrate international and U.S community members, expand existing programs that focus on interactions between international and US students, increase the number of international students.

5.1.5 Action: **Increase the interaction among varied and diverse communities in order to more fully integrate student, faculty and staff experiences, broaden worldviews, expand intellectual perspectives and challenge cultural assumptions, with the outcome of increasing all of our students' cultural awareness and competency. Increase the number of under-represented students at NC State**.

5.2   Provide support for faculty and staff to engage in collaborative global scholarship and engagement

5.2.1   Action: **Enhance the Proposal Development Unit by establishing a joint International Development Initiative with the Office of International Affairs that will focus on developing a funding stream that supports international development programs, e.g. training, project/program management and administration, capacity-building, social entrepreneurship, etc.**

5.2.2 Action: **Establish university-wide seed and travel grants for local and global engagement to faculty/staff, with an emphasis on engagement within strategically identified international hubs (See 5.3.1).**

5.2.3 Action: **Review current reward systems in place that encourage and enhance the visibility of collaborative global scholarship and local engagement by faculty and staff.**

5.3 Enhance active and sustainable partnerships, locally, regionally, and globally.

5.3.1 Action: **Establish several key international hubs around the world and create a network that branches out from those hubs, similar to our Cooperative and Industrial Extension networks in North Carolina.**

5.3.2 Action: Expand the Global Training Initiative (GTI) for international engagement for education, research, training and outreach.

5.3.3 Action: Provide periodic leadership training for department and unit heads for expanding local/global engagement and for dealing with legal, human resources, budget planning, and engagement.

5.3.4 Action: **Leverage Centennial Campus to develop strategic partnership clusters** (examples may include but are not limited to cyber defense, gaming, biopharma, nanotechnology, etc.).

5.3.5 Action: **Make Centennial Campus a hub for K-12 STEM programs on NCSU Campus and enhance Cooperative Extension's 4H Youth Development programs in every County to deliver STEM programming across the State.** Assign STEM education extension specialists to the various regions of the state operating from Gateway locations, Cooperative Extension Service offices, Science House regional offices, and other locations to link resident expertise to local needs.