

Advancing the Brand and Reputation of NC State
Task Force Meeting Minutes
Tuesday, March 24, 2020
1:30 p.m. – 3:00 pm
Zoom Meeting

- Welcome.
- Brad provided an overview of the task force Google Drive folder.
- Brad walked through a review of the previous meeting's notes.
- Chris Boyer reviewed a recent Board of Visitors Meeting where Strategic Plan topics were discussed, and the board provided feedback.
- The Task Force moved into a discussion to get focused on major themes regarding brand and reputation, addressing, in part, the following questions (task force members had been provided questions ahead of the meeting for consideration and preparation).
 - Where do we want NC State to be in 10 years?
 - How can NC State build on its strengths to advance its brand and reputation?
 - What needs to improve organizationally (structure, support, processes, etc.) to best advance brand and reputation?
 - What are some potential themes, big areas or big ideas we want to recommend that will best advance brand and reputation and help NC State achieve its potential?
- Discussion highlights/notes follow. *(Note: points below were provided by individual task force members. Although there is overlap, not all points represent the views of all task force members)*
 - Positioning NC State as an International Hub of Thought Leadership. I'll
 - Take advantage of the uniqueness and excellence of Centennial Campus, as well as the central location to and significant connections with Raleigh and RTP.
 - Need to identify top areas of current strength as well as areas of future opportunity and need in which we can build (or add to) research and academic excellence.
 - Host thought leadership meetings, conferences and/or symposiums, and find other opportunities to bring peers and other leaders to campus. Once people visit and experience NC State, they become fans and supporters.
 - Building and Elevating our International Brand and Reputation.
 - Requires NC State to have a physical presence in key places throughout the world.
 - We have relationships and partnerships but don't have much of a presence in China, India, South America or Europe (outside of the Prague Center) for example.
 - Doesn't need to be a large presence, but a permanent place – even a small, local presence - where people can see a name and more easily engage with NC State.
 - We can be strategic, start small, and build over time.

- Need a few more Prague Center type facilities placed strategically throughout the world, in areas and ways that help build strong relationships with great world universities.
 - Asia or Africa as examples.
 - Need to build and strengthen relationships with world-leading universities in key places throughout the world.
 - Key partnerships as well as opportunities to educate on NC State's strengths.
 - Create a high-level speaker series at NC State.
 - Attracts a lot of world-leaders and attention to NC State.
 - Identify key areas where we could better promote NC State research and scholars.
 - Be selective about the people and programs to highlight and rely on top scholars – don't try to be equitable or all things to all people. Focus on strengths.
- Elevate Research Excellence and Awareness
 - Need to talk about and promote NC State's research more. Top universities talk about research and innovation – everything else is secondary.
 - Making NC State's research excellence known is a key to elevating our university's brand and reputation nationally and internationally.
 - NC State has areas of excellence in research – we need to identify those top areas and focus on promoting those.
 - Research excellence is a key in growing international reputation (see above) as well.
 - Need to develop a bigger research infrastructure to address global challenges.
 - Can initiate a NC State Global LLC to be more flexible and responsive to global needs.
 - NC State has a few clusters of great research areas, and some others that are up and coming.
 - We are stifled by North Carolina's funding model.
 - To be more effective, we need to be able to better control what resources we have and what we can use.
 - NC State needs to balance the short term verses the long term.
 - Where we are excellent now, and where we can be excellent over time.
 - Research is important. The story must be conveyed differently depending on who is listening.
- The Next 10 Years and Storytelling
 - Think about what is going to happen next. Where do we want to be in 2030? What would we like our brand to look like in 2030 and beyond?
 - What will the world look like in 2030?

- Who will our stakeholders be? How will we be best prepared to address their needs?
 - What skills will our graduates/alumnae need?
- It's about storytelling – telling the great stories of NC State within key themes, such as entrepreneurship, innovation, research impacts, etc.
 - Put together top 10 lists of faculty, research, labs, etc.
- Need packages or toolkits where stories are put together with content, consistent powerful visuals, key words and everything needed to tell the great stories of NC State.
- Lots of story options and storytelling, but it all needs to be about the impact NC State makes on the world around us.
- Develop story narratives with 2030 in mind.
- Distribute impact stories in key themes through different channels locally and globally, including traditional marketing, faculty presentations and events.
- Sponsor Flagship events, using the Hunt and StateView to impress. Far better than the Raleigh Convention Center.
- Develop partner ambassadors who will tell our story among their networks, including Focus on Impact generated through NC State projects/people on:
 - Consumers
 - Sustainability
 - Health
 - Products for 2030
- licensors/licensees, alums, faculty, administration.
- Improved Internal Communications and Opportunities
- Need better communications within the university to know what is going on.
- Who are the leaders in research? How can other faculty know for awareness and for collaboration and interdisciplinary opportunities?
 - We don't know what is going on in other departments.
- Clusters are a good first step.
- Need better communication within the university to be able to better tell our story outside the university.
 - Recommendation for a daily news email for faculty and staff.
- Big opportunities are important, but people need to have a common goal in order to share interests.
 - Want a centralized way for faculty to find out what is going on. An example would be each college sharing highlights and opportunities that can be put in a central depository.
- Want a centralized events calendar.

- Communication between colleges is poor and needs improvement.
- Improved Partnerships and Interdisciplinarity (relates to Research above)
 - PSI is a great example that will bring more public-private partnerships and improved interdisciplinarity. Creates a collision space.
 - Focus on and invest in opportunities that can bring together big themes and big ideas and the right people to solve big problems.
 - Universities that do this well will be the ones that make a difference.
 - Establish better ways to share collaborative research opportunities internally.
 - Something that has been touched on in our discussions but not emphasized enough is NC State's relationship with industrial partners of all types.
 - The outstanding track record and the variety of corporate partners involved in our Centers and Institutes are an important part of our story, as well as providing career opportunities for our students.
- Coronavirus
 - Should we be thinking and planning ahead in different ways given the COVID-19 epidemic?
 - How can we be proactive instead of reactive?
 - Will the university look and operate the same in the future, and how can/should we change our strategies moving forward?
 - Should we pick a trans-university theme and push it hard, e.g. creating an environment safe for future generations.