

**DRAFT Leveraging Partnerships to Advance Engagement**  
**University Strategic Planning Task Force**  
**May 12, 2020, 1 to 2 p.m.**  
**Via Zoom**

**In attendance:** Leah Burton, David Dixon, David Hinks, Dennis Kekas, Amy Lubas, Veena Misra, David Muddiman, Amanda Padbury, Mary Peloquin-Dodd, Laura Ratchford, Erica Rieder, Chris Smith, Julie Smith, Sid Thakur, Deborah Thompson, Thomas White, Kelly Wick, TJ Willis

**Not in attendance:** Genevieve Garland, Fred Kish, Harlan Stafford

**Agenda and Discussion:**

- Review discussion of last meeting and approve [minutes](#) (3.26.20 meeting)
  - Minutes approved
- Update on survey to go out (Tom and David)
  - [Non-student survey: go.ncsu.edu/leveraging.partnerships.survey](http://go.ncsu.edu/leveraging.partnerships.survey)
  - [Student survey: go.ncsu.edu/partnership.opportunities.survey](http://go.ncsu.edu/partnership.opportunities.survey)
  - Discussion
    - Nancy Whelchel took the surveys we proposed and made suggestions to clarify questions, agreed that there should be a student survey and a non-student survey, she will randomly pull the population for students
    - Concerns that the surveys are too long and all responses require writing - there are no yes/no or multiple choice questions - this might limit participation
      - Secondary concern that if you change too many questions to yes/no multiple choice that you are trading higher participation rates for richer data; qualitative vs. quantitative data
      - Action: will ask Nancy to reduce questions, change any to likert or multiple choice where possible
    - Question about why the survey will not go out to the entire university
      - Response: university is using targeted survey populations to avoid survey fatigue of entire university
      - For our survey, we are identifying those groups most interested in partnerships
      - Committee members should encourage participation for the groups they belong to
    - Recommendation to include in the intro to the survey that the person receiving has been identified as someone we should include in this survey
    - Timeline:
      - Nancy finishing the surveys
      - Groups being identified - surveys can go out on a rolling basis
      - Each group will get 10 days to respond and will get reminder emails
      - Data will be provided back to the committee in both the entirety as well as an executive summary
- Brief review by each subgroup (2 mins each; Leah, TJ and Dave)
  - Enhancing Strategic Partnership Communications, Metrics, Resource Sharing (Leah Burton)
    - Strengths
      - Driven to create partnerships as a land-grant institution
      - Faculty and staff interested in engaging outside partnerships
    - Weaknesses
      - Siloed in approach, various levels of investment
      - No shared metrics or vocabulary
      - Don't have similar databases that might catalog or describe partnerships

- Communication is difficult because it's siloed
- Opportunities
  - Create shared terms, vocabulary, metrics for the university – not one size fits all but some standardization
  - Create templates or checklists when developing partnerships
- Threats
  - Missed opportunity
  - Losing momentum / stature as more universities expand operations
  - What is a strategic partner vs. a partner – have begun working on revised definition
  - How do we access info about partners – how could we catalog partnerships and why would we do that
- Going Forward
  - For things we have in place – grow and make more strategic to the university
  - Identify pilot opportunity
  - Identify partnerships worthy of increased resources, emphasis
  - Determine how to incentivize sharing partnership information and resources
- Talent Development (TJ Willis)
  - Definition of partner – separate out and look at “collaborations”: defined as partnerships internal to NC State, want to include those doing the work and those involved in collaborations and make sure they can see themselves in this
  - Infrastructure for students to engage with campus partners – in person and online
    - Good examples of spaces and opportunities and areas that need focus – attention to develop – engage in home neighborhoods
  - Strength: Part of NC State's mission, culture, brand, value
  - Students choose their experiences – most relevant to them – where they connect – we might vie for the same students
  - Alumni connections and data
    - A lot of the infrastructure around alumni is donor development – not the other ways they can engage – alumni can open doors, contribute to academic enhancement, mentor, provide co-ops – find ways to connect alumni networks and enhance underdeveloped connections
  - Wolfpack for Life
    - Learning, partnering, donating – energy, resources, knowledge – all over the world – in home countries / states / counties
- Physical Infrastructure (David Muddiman)
  - Strengths
    - Opening labs to external partners
    - Innovation District
    - Extension in every county
  - Weaknesses
    - Storefront is confusing to external partners – access labs, core facilities – what is available to them, what is not
    - \$1.2B in deferred maintenance – bring people onsite – not a lot of attractive spaces – hide away from strategic partners and students we are recruiting – work on that
    - Reinvestment for core facilities / institutes – find ways to sunset those
    - Lack of global infrastructure – think about global partnerships – increase global footprint
  - Opportunities

- Create collaborative swing space – including temporary housing
    - Expand educational mission to other NC counties – physical infrastructure
      - Such as Asheville, Wilmington
    - Better marketing to R&D marketing – better storefront
  - Threats
    - Other universities are opening doors to external partners
- Discussion of potential bold themes to recommend (all)
  - NC State should invest significant resources in becoming the leader in partnerships to advance:
    - Access for Students from Underserved Populations (especially rural, URM, international from developing countries)
    - Students' Global Cultural Competence and Career Preparedness
    - Global Health (recall Sid's excellent 2 page white paper on this topic)
      - Partnerships with UNC-CH, Duke
      - Identify what we are good already, then what do we need to build on
      - We don't have medical school but we have vet school, life sciences
      - Could play unique role in global health
      - Given the pandemic – it's especially timely
      - Won't be an area of decreased research, potentially more research dollars
      - Food supply, animal health – touches on every aspect of the university
      - Could it be a connector between medical systems in Triangle and
      - Simple model that everyone understands – people know what “global health” means – it's local as well as international
      - Researchers working in different areas related to human health (ex. Air pollution)
      - Low hanging fruit – not creating buildings, just breaking silos
    - U.S. Industry, Innovation and Economic Development (talent development; research and innovation; economic development; sustainability; food security...)
    - Feeding the World
    - Develop a common language and eliminate barriers (human, organizational, physical, technological) to partnership: “easy to work with” - central theme
    - Innovation District
    - Emerging Technologies Leader
  - Some of the above “themes” might be actions to support themes with the main themes being Global Health, Feeding the World
  - Want to be able to market the themes
  - University may want to build out themes where we already have a footprint and not build something entirely new