

From ENDS Policies to a Strategic Plan (MEANS)

Introduction

The process by which NC State developed a Strategic Plan (MEANS) is outlined below. *The Strategy Map on the first page provides an overview of the Strategic Plan.*

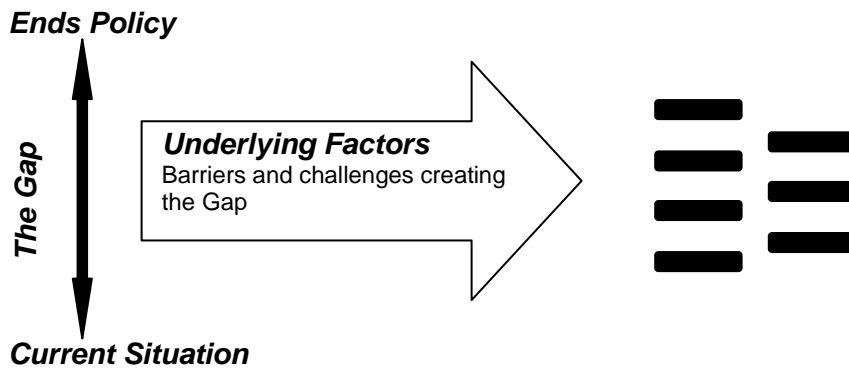
Ends Policies Interpretation

Taskforces comprised of faculty and staff developed an interpretation of the board's intent for each ends policy.

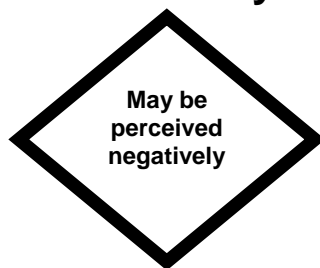
Understanding the Current Situation - Gaps and Underlying Factors

Drawing upon the ends policy interpretations and an assessment of the current situation, the taskforces identified the Gaps between NC State's current performance and what is required to meet the intent of the ends policies.

The Underlying Factors (e.g. the barriers and challenges that need to be addressed to close the Gaps) were identified for each gap for each ends policy.



A Cautionary Note

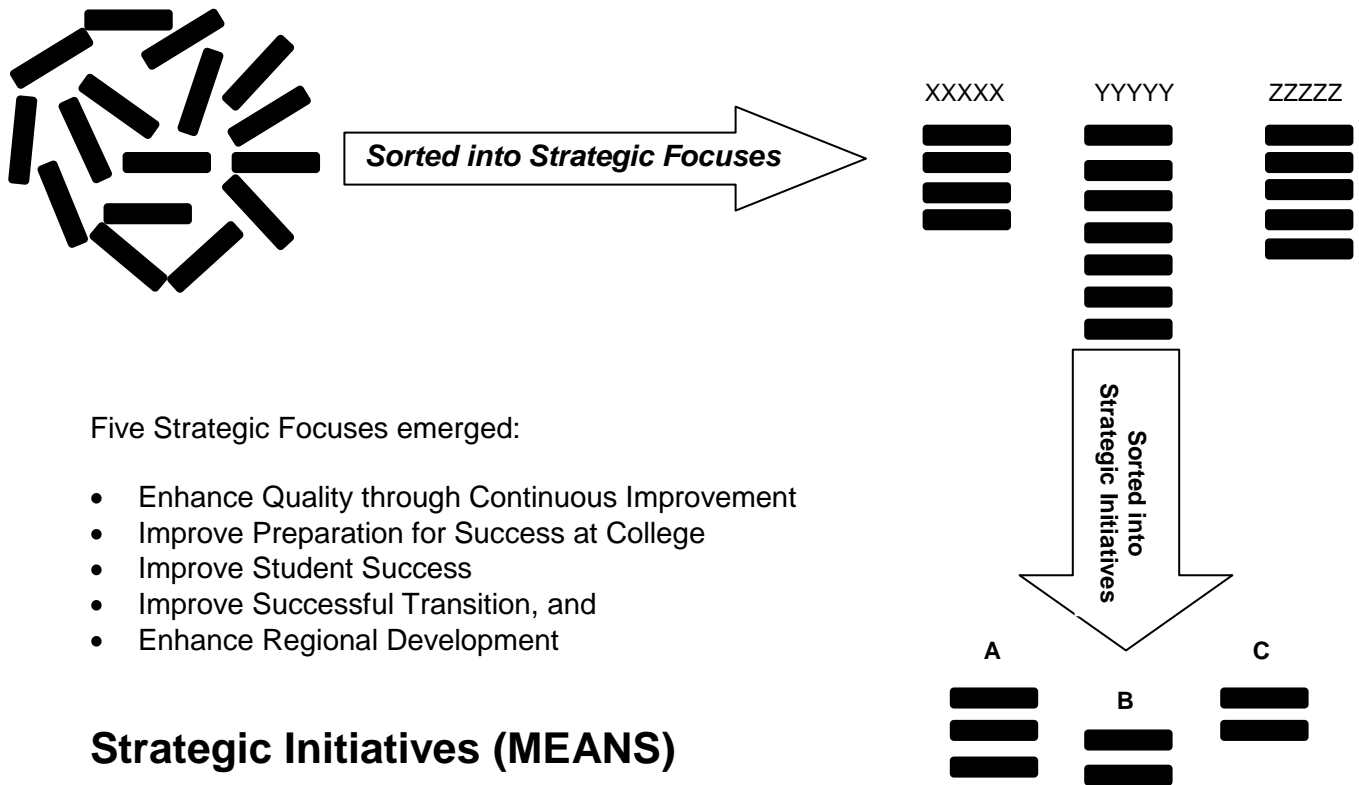


The process of identifying gaps between the current situation and ends policy requirements and the underlying factors focuses on things the college has yet to accomplish. It does not recognize the significant progress the college has made over the past several years. The process can result in a negative perception, which is not really warranted.

The final strategic plan document will provide context and resolve this issue by recognizing progress that has been made as well as setting forth the need for further progress.

Identifying Strategic Focuses

The underlying factors were written on large post-it notes and displayed on a wall. The Planning Advisory Committee (PAC) and taskforce leaders sorted the underlying factors into affinity groups...groups of items that in some way are related to each other. The groups were then given a name that explained the strategic focus of the underlying factors within the group.



Five Strategic Focuses emerged:

- Enhance Quality through Continuous Improvement
- Improve Preparation for Success at College
- Improve Student Success
- Improve Successful Transition, and
- Enhance Regional Development

Strategic Initiatives (MEANS)

The PAC members and taskforce leaders formed subcommittees to work with each strategic theme. The underlying factors within each theme were further sorted into categories and each category was named. These categories became the strategic initiatives for each theme.

The objective for each strategic initiative was determined and background, planning and policy considerations were outlined. The strategic initiatives and objectives are shown on the Strategy Map.

Learning and Growth - Types of Capital

Learning and Growth

- Human Capital
- Informational Capital
- Organizational Capital
- Community Capital

Learning and Growth focuses on developing the college's capability to effectively carry out the strategic plan. It includes development of human capital which typically addresses professional development for faculty and staff to support execution of the initiatives. It includes Informational capital to assure the college has the IT and IR capabilities to support the initiatives.

The organizational capital component focuses on how to best align the units of college with the strategic plan. Finally community capital seeks volunteers from the community to assist the institution in implementing the initiatives. Community financial support is covered under grants.

The subcommittees developed specific objectives for each type of capital (shown on the Strategy Map) and outlined background and planning considerations for each type of capital.

Financial/Resources

The Financial/Resources perspective outlines key sources of resources to support the strategic plan (shown on the Strategy Map).

Annual Operating Plans

The strategic plan provides the programs and departments of the college with the basic information, which along with budget guidance will enable them to develop their annual operating plans which can also be thought of as the tactics or action plans for carrying out the strategic plan.

