

NC STATE

STRATEGIC COMMUNICATIONS PLAN

Office of the Executive Vice Chancellor and Provost

TABLE OF CONTENTS

03	Executive Summary
04	Methods
05	Situational Analysis
09	Audience Analysis
16	Key Messages
17	Supporting Facts
21	Communication Goals
22	Objectives, Tactics, Metrics and Priorities
31	Universitywide Communications and Technology Considerations
33	Appendix

Executive Summary

The Office of the Executive Vice Chancellor and Provost's Strategic Communications Plan is a road map that will guide Provost's Office communications with the university community in a way that is open, transparent and forward thinking. It was developed by a working group and advisory committee within the Office of the Provost, with extensive input from stakeholders across NC State's campus and guidance from University Communications.

The Plan is focused on five main goals:

➤ **Goal 1: Build Awareness**

Increase knowledge about the office, its role and the breadth of resources it provides to faculty, students and staff as the academic heart of the university community.

➤ **Goal 2: Evaluate, Update and Innovate Communications Assets and Processes**

Understand and define opportunities for Provost's Office communication improvements in both day-to-day and strategic communications. Improve communication processes and assets.

➤ **Goal 3: Become the Go-To Faculty Resource and Advocate On Campus**

Build and support the Provost's Office image as the authoritative resource and advocate for faculty and academic administrators on campus.

➤ **Goal 4: Define the Culture, Image and Brand of the Office**

Build a culture of open, transparent and dialogic communications between the Provost's Office and the university community.

➤ **Goal 5: Provide Communications Leadership for University Strategic Initiatives**

Provide primary communications oversight for strategic planning, including processes and metrics, as well as for designated university strategic initiatives.

Specific tactics outlined in the plan seek to improve internal communications, an area that stakeholders repeatedly identified as needing improvement. In addition, identified tactics will bring office communications in line with the new NC State brand. Openness and transparency are themes that resonate throughout the recommended tactics in an effort to provide more access and clarity to the programs administered through the Office of the Provost.

Methods

This plan was informed by numerous stakeholders across campus. Specifically, we engaged:

- Deans via the Council of Deans
- Focus groups of staff, faculty and administrators (four focus groups totaling 32 people)
- Focus group of deans' administrative assistants
- Focus group of university communicators across campus
- Faculty Senate
- Vice Provosts via Vice Provosts' meeting
- Provost Office staff via multiple group discussions and meetings

Summaries of focus groups and feedback received can be found in the appendix.

Situational Analysis

Background

The work of the Provost's Office covers tremendous scope within NC State and provides immense value to the institution. The Executive Vice Chancellor and Provost serves as the chief academic officer for NC State, and the Provost's Office has ultimate responsibility for and oversight of the university's 10 colleges. This includes executive-level administrative responsibilities such as leadership searches, program reviews and carrying out directives from the chancellor, UNC General Administration and the UNC Board of Governors.

The Provost also oversees and provides strategic vision to 11 critical corollary units, including: the Graduate School, Enrollment Management and Services, Institutional Research and Planning, the Division of Academic and Student Affairs, NCSU Libraries, Faculty Affairs, Institutional Equity and Diversity, Continuing Education, Distance Education and Learning Technologies Applications, Outreach and Engagement, and International Affairs.

In addition to its primary role, the Provost's Office is responsible for leading the development and implementation of the university strategic plan and for the successful implementation of high-level university initiatives, such as the Chancellor's Faculty Excellence Program and the University Faculty Scholars awards. These key initiatives are raising NC State's visibility nationally and internationally.

Major Responsibilities and Initiatives

- Development and implementation of universitywide academic policies, rules and regulations
- Assistance with development and review of academic programs
- Oversight and facilitation of searches for administrators, deans and vice provosts
- Oversight and management of university standing committees
- Promotion and tenure process management
- Academic and administrative oversight of 10 colleges
- Oversight of vice provost units (see appendix for organizational chart)
- Facilitation of academic interdisciplinary programs
- Ensuring faculty and student success
- Oversight of faculty development office
- Oversight and deployment of university's strategic plan
- Chancellor's Faculty Excellence Program
- University Faculty Scholars Awards
- Assistance with strategic resource management
- Leadership of university's charge to create a culture of diversity and inclusion
- Spearheading university task forces and working groups for select initiatives
- Support university affairs committee of the Board of Trustees
- Administration and oversight of select awards for faculty
- Facilitation of faculty recruitment and retention
- Coordination of tuition and fee approval process
- Provost serves as key university representative and speaker

The enormous breadth of work coming out of the Provost's Office is overseen by a core group of 15 faculty and staff members ranging from senior vice provosts to administrative support. At the office's helm is Dr. Warwick Arden, who has been Provost since December 2010. The office's dedicated staff and solid leadership have directly influenced the tremendous growth, success and positive reputation that NC State has garnered in the last five years.

The general anecdotal impression of the Office of the Provost and its staff among the campus community is one of great competence and efficiency. However, there is a general lack of awareness and understanding about the breadth of the role the Provost plays in the success of NC State. For the office to be more widely recognized as the central resource hub for collaboration, integration and facilitation of key strategic initiatives for the university, its overall visibility must be raised, especially with regard to its communications.

Strengths and Challenges

University Communications collaborated with the Provost's Office to conduct an internal and external assessment of the office's strengths and challenges. The following is a summary of the assessment's findings. Strengths and challenges will be used to inform and influence the messaging and tactics in this communication plan. (See appendix for complete list of assessment findings.)

Strengths:

Strengths are defined here as the beneficial elements that can support the office's communications strategy and the execution of that strategy.

- **Personnel/staff/team** — The office's core staff is crucial to the function and reputation of the office. Their tireless dedication to the university mission, efficiency, effectiveness and positive demeanor are recognized across the campus community.
- **Customer service** — The office is committed to providing superior service to all its customers on and off campus. The campus community views the office as a resource to assist in accomplishing the business of the university.
- **Strong, stable leadership** — The office is led by a well-respected Provost whose proactive style and approachability make him a strong leader for the office and the university.
- **Approach and attitude of the office** — The office has a reputation for being purposeful, engaged, focused, strategic and forward-thinking.
- **Knowledge base** — The office and its staff members have an enormous amount of institutional knowledge that is valuable to all colleges, departments and units across campus.
- **Vision and direction** — The office is seen as providing vision, focus and direction for campus. The campus community looks to the office as a pillar for institutional direction.
- **Understanding complexity of university** — The office understands how to navigate the complex inner workings of the university's business and academic landscape.

- **Mission focused** — The office is focused on student and faculty success. All decisions are shaped through the lens of achieving the university's mission.
- **Well-respected and positioned** — The office is generally well-respected on campus and carries a fair amount of clout. Because of this, the office is well-positioned to carry messaging and have it be heard.
- **Breadth of reach** — The reach of the office will allow the office to cast messaging to a wide net.
- **Authority** — The office is second in charge to the chancellor and has far-reaching authority across the university. There is intrinsic value in this authority.

Challenges:

Challenges are defined here as possible issues or environments the office may face when implementing and executing its communications plan.

- **Visibility of and knowledge about the office** — Despite the office's reach, much of the campus community does not know the purpose, purview or function of the office.
- **Status quo** — Sometimes people are hesitant to change ingrained ways of doing or thinking. The office often has to fight an uphill battle to implement change.
- **Continual turnover in target audience** — Staff and faculty turnover throughout the university makes it hard to get everyone on the same page regarding the office's role and the services it provides without being overly repetitive.
- **Breadth of reach** — The office's sheer breadth of reach is both a strength and a challenge. How does the office wrap its arms around communicating and collaborating across so many university channels? There are many target audiences that must be reached.
- **Communications scope** — The office has very broad responsibilities that trickle down into the colleges and units. The office must determine the scope of its communications and how to supplement, highlight or dovetail with what colleges and units are already doing.
- **Limited resources** — The office has a very large expanse of responsibilities and intends to be a good steward of monetary resources. In addition, the office has limited staff resources in comparison to the breadth of activities it oversees. The office needs its communications to be resourceful and cost-efficient while achieving multiple goals through thoughtful approaches.
- **Evolving brand** — NC State has launched a new brand, and the office's main public Web presences do not yet use the new brand templates. To represent itself as a central university leader, the office must move toward getting on brand and should continue proactively planning for communications that meet brand standards.

- **Expanded communication channels** — Communications is evolving rapidly, especially in the digital realm. The office must effectively engage these channels in order to stay relevant and communicate with target audiences where they prefer to receive information.
- **Lack of coordinated processes and clear communication channels** — The university colleges and units often take a siloed approach to communications. The office will have to maneuver successfully through these silos.
- **Competing priorities** — In a world of too much to do and not enough time to do it, the Provost's Office faces internal and external competing priorities. Many constituents don't share the same day-to-day priorities as the office. Garnering attention and focus in a landscape with competing priorities can be challenging.
- **Communicating with a diverse faculty/student base** — Because the Provost is tasked with central diversity and inclusion responsibilities, communications must look at reaching a diverse audience of faculty and students. Recruitment and retention of diverse faculty and staff is also an important factor.
- **Conversation vs. communication** — The office seeks to share communications as well as foster conversation. Communications should be a two-way process.

Opportunities:

As the Provost's Office places a renewed focus on communications, there are limitless opportunities. The office should focus its communications efforts on utilizing evolving technologies to remain modern and forward-thinking in the educational landscape. In addition, the office should consider enhanced partnerships and collaboration opportunities to spread its voice and messaging to an even wider audience. The Provost's Office should look at not only enhancing communications, but also enhancing dialogue or conversation between the office and its constituents.

The office should continue to focus on enhancing transparent communications and providing organizational clarity to the university at large. There is also an opportunity for more coordinated messaging with the Chancellor's Office on large university initiatives. Also, the office should consider taking a broad look at its role in crisis communications protocols, given the current political and educational climate.

Threats:

As the view of public higher education continues to change, the Provost's Office must remain careful and balanced in its messaging. The office and university will continue to experience funding challenges that will have far-reaching repercussions beyond the Provost Office's direct control. The office must be a good steward of finite resources and show far-reaching value in the communication vehicles it deploys. In addition, the office must continue to carry out mandates and guidelines that are sometimes beyond its direct control, such as those mandated by the legislature or UNC General Administration. These mandates may not always be popular, but the office has a duty to clearly and effectively communicate information about them.

National and international competitors will continue to seek the same students and faculty the university is trying to recruit. The Provost's Office should set a standard of high-caliber, on-brand communications to model the communications needed for competitive recruitment and upward trajectory.

Audience Analysis

Audiences are not listed in any particular order. All audiences are affiliated with NC State unless otherwise noted.

Primary Audience Tier 1 (Must have their support and ear)	Secondary Audience Tier 2 (Important, but not primary)	Other Tier 3 (Nice to have)
Current faculty Prospective faculty and academic leaders Deans/academic leaders Vice Provosts Academic admin support staff Current students Department heads Other executive officers Staff	Prospective students UNC system institutions Peer institutions/other universities Board of Trustees UNC Board of Governors	Donors Alumni State agencies and legislature Local community Board of Visitors

Primary Audience(s)					
Audience Description	Desired Behaviors, Actions or Thoughts	Current Mindset and Level of Engagement	Barriers to Communication	Where They Access Information	Messaging Themes
Current Faculty	View Provost's Office as a resource Feel valued by our office Knowledge of our office and tools available to them Two-way communication with our office	Misperception of funding capacity of office Perception of being undervalued leads to lack of effort to reach out Think Provost's Office is for correction and discipline Mid-level engagement	Faculty have own priorities Hyperfocus on own work	Calling Provost's Office Fellow faculty Faculty senate Website Email Department heads and deans	We value faculty We are a resource for faculty Engage with us Welcoming/friendly
Prospective Faculty and Academic Leaders	Choose NC State as a place to work	Comparing NC State to other universities	Provost's Office not the first place they would look for information	Website Colleagues	We provide many resources to support NC State's academic excellence.

Audience Description	Desired Behaviors, Actions or Thoughts	Current Mindset and Level of Engagement	Barriers to Communication	Where They Access Information	Messaging Themes
Prospective Faculty and Academic Leaders <i>(Continued)</i>	<p>Understand the strengths and caliber of the university</p> <p>Know what the Provost's Office does and what services it offers</p> <p>Know about Chancellor's Faculty Excellence Program</p> <p>Become ambassadors for NC State academic community</p>	<p>Looking for specific info on their discipline</p> <p>Looking for faculty resources</p> <p>General lack of awareness of Provost's Office</p> <p>Unengaged</p>	<p>Competition</p> <p>Lack of communication channels to reach faculty</p>	<p><i>Insider Higher Ed</i></p> <p>Other trade publications</p> <p>Rankings</p>	<p>We serve a community of talented and dedicated faculty.</p>
Deans and Academic Leaders	<p>View the Provost's Office as a resource</p> <p>Feel valued by the Provost's Office</p> <p>Understand the breadth and role of the Provost's Office</p> <p>Communicate with our office; engage in dialogue; provide feedback</p> <p>Know what tools are available to them via the Provost's Office</p> <p>Have a holistic view of university priorities and activities</p> <p>Speak more as university leaders versus college-focused representatives</p> <p>Be advocates for our office</p> <p>Be receptive and open partners with central administration</p>	<p>Operate with a college-centric mindset</p> <p>Understand Provost's Office processes, but sometimes skirt process to the advantage of the college</p> <p>General respect for the office and Provost</p> <p>Feelings of concern when receiving direct contact from the office</p> <p>High-level engagement</p>	<p>Hyperfocus on their area</p> <p>Have a lot of priorities and competing interests</p> <p>Culture of decentralized/siloed mindset</p>	<p>Emails</p> <p>Memos</p> <p>Meetings</p> <p>Other academic leaders</p> <p>Support staff</p>	<p>We value you as a partner in advancing the core mission of the university.</p> <p>We provide you with information, knowledge and tools to help you support your faculty and achieve your academic mission.</p>

Audience Description	Desired Behaviors, Actions or Thoughts	Current Mindset and Level of Engagement	Barriers to Communication	Where They Access Information	Messaging Themes
Vice Provosts	<p>View the Provost's Office as a resource</p> <p>Feel valued by the Provost's Office</p> <p>Understand the breadth and role of the Provost's Office</p> <p>Communicate with our office; engage in dialogue; provide feedback</p> <p>Know what tools are available to them via the Provost's Office</p> <p>Have a holistic view of university priorities and activities</p> <p>Be advocates for our office</p> <p>Be receptive and open partners with central administration</p> <p>Speak more as university leaders versus unit-focused representatives</p>	<p>Operate with a unit-centric mindset</p> <p>Understand Provost's Office processes, but sometimes skirt process to the advantage of the unit</p> <p>General respect for the office and Provost</p> <p>Feelings of concern when receiving direct contact from the office</p> <p>High-level engagement</p>	<p>Hyperfocus on their area</p> <p>Have a lot of priorities and competing interests</p> <p>Culture of decentralized/siloed mindset</p>	<p>Emails</p> <p>Memos</p> <p>Meetings</p> <p>Other academic leaders</p> <p>Support staff</p>	<p>We value you as a partner in advancing the core mission of the university.</p> <p>We provide you with information, knowledge and tools to help you support your faculty and achieve your academic mission.</p>
Academic Admin Support Staff	<p>Be knowledgeable about the Provost's Office and processes</p> <p>Educate others in their colleges and units about Provost's Office processes</p> <p>Two-way communication</p>	<p>View our office as unorganized due to last-minute requests and needs</p> <p>See the Provost's Office as helpful and supportive</p> <p>View our processes as having room for improvement</p>	<p>Very busy</p> <p>Don't consider Provost's Office requests a priority</p> <p>More focused on college needs than university needs</p> <p>Not informed of university needs and mission</p>	<p>Email</p> <p>Website</p> <p>Phone calls</p> <p>Meetings</p> <p>Supervisors</p>	<p>We value your support.</p> <p>We have a lot of resources to provide to assist you.</p> <p>You are the front line in carrying out the administrative directives of NC State.</p>

Audience Description	Desired Behaviors, Actions or Thoughts	Current Mindset and Level of Engagement	Barriers to Communication	Where They Access Information	Messaging Themes
Academic Admin Support Staff <i>(Continued)</i>	Cooperative relationship	Mindset: When the Provost's Office calls they have to jump into action Mid- to high-level engagement			
Current Students	Know what a Provost is Knowledge of our office and resources Know that we ultimately exist for them and are invested in their success Awareness of initiatives that may benefit them, such as Provost Professional Experience Program	Currently unaware of office Only come to the Provost in extreme cases or with problems Misperception that provost will always support faculty over students Low-level engagement	Other priorities, and Provost Office knowledge is not one of them Fear of authority and perception of lack of self-importance: "I won't matter to them."	Social media Email Website Peers Phone calls in extreme matters <i>Technician</i>	We value and facilitate student success.
Department Heads	Disseminate information from Provost's Office to faculty Understand the role of the Provost's Office and the resources we provide Be advocates for our office to faculty Know and follow processes	More knowledgeable about the Provost's Office than the average faculty member Hyperfocused on departmental needs Personalities and viewpoints affect the level of engagement with the Provost's Office Mid-level engagement	Busyness Competing priorities of dean's needs vs. Provost's needs	Emails Meetings Phone calls	We value you as a partner in the advancing the university mission.
Other Executive Officers	More partnership, collaboration and open, transparent communication	Independent thinkers who don't always consider how actions or policies affect the whole Mid-level engagement	Sense of competition for focus of chancellor and limited university resources.	Meetings Email Face to face	We value you as a partner in the advancing the university mission.

Audience Description	Desired Behaviors, Actions or Thoughts	Current Mindset and Level of Engagement	Barriers to Communication	Where They Access Information	Messaging Themes
Staff	<p>View Provost's Office as a resource</p> <p>Feel valued by our office</p> <p>Knowledge of our office and tools available to them</p> <p>Two-way communication with our office</p>	<p>Not knowledgeable about office or the role of the office</p> <p>Perception of being undervalued leads to lack of effort to reach out</p> <p>Low-level engagement</p>	Other priorities	<p>Fellow staff</p> <p>Staff senate</p> <p>Website</p> <p>Email</p>	<p>We value staff.</p> <p>We are a resource for staff.</p> <p>Engage with us.</p> <p>Welcoming/friendly</p>

Secondary Audience(s)				
Audience Description	Desired Behaviors, Actions or Thoughts	Current Mindset and Level of Engagement	Barriers to Communication	Where They Access Information
Prospective Students	<p>Be aware of our existence and the broad resources we bring to the university</p> <p>Know that the Provost's Office is a key player in ensuring student success</p> <p>Understand the excellence and value of NC State</p>	Unaware of office and have no reason to care about or find out about office	Overloaded with information from many different colleges	<p>Website</p> <p>Social media</p> <p>Word of mouth</p> <p>High school counselors</p>
UNC System Institutions	<p>Our office is a leader among the UNC system Institutions.</p> <p>We are a resource for other UNC system schools.</p>	<p>The Provost's Office is well-respected as a model.</p> <p>Provost Arden served as interim senior vice president for academic affairs for the UNC system, so there is a general knowledge of who he is.</p>	<p>Competitive messaging</p> <p>Their own competing priorities</p> <p>Oversaturation of messaging in higher ed</p>	<p>Emails</p> <p>Meetings</p> <p>Phone calls</p> <p>In person</p>
Peer Institutions / Other Universities	View NC State as a leading institution with a model Provost office	There is a growing awareness of NC State nationally.	<p>Oversaturation of messaging in higher ed</p> <p>NC State may be outside their peer set or immediate communication network.</p>	<p>Website</p> <p>Trade publications</p> <p>News</p> <p>Conferences</p>
UNC Board of Governors	<p>Be aware of NC State's strategic initiatives and the Provost's Office's role in implementation</p> <p>See us as a model university and provost office in the system</p>	Currently have a positive perception of NC State and the Provost's Office; not much convincing needed	Competition among peers for same visibility	<p>Meetings</p> <p>Website</p> <p>Emails</p>
Board of Trustees	Continued positive awareness and open, transparent, two-way communication	Have a positive view of office and in-depth understanding of how the university functions	Lack of mechanism for direct communication with board	Meetings

Other Audience(s)				
Audience Description	Desired Behaviors, Actions or Thoughts	Current Mindset and Level of Engagement	Barriers to Communication	Where They Access Information
Donors	Generate positive awareness of the university and support for the upcoming capital campaign	Lack of awareness about the Provost's Office Lack of awareness of potential donor opportunities to support provost-implemented initiatives.	Busy people Oversaturation of communications from NC State and other solicitors Already committed to other priorities	Website Advancement solicitations
Alumni	Have positive perception of NC State and feel forward momentum Turn other alumni into supporters and donors	Lack of awareness of office	No reason to know about the Provost's Office or its role in the university	Website College website Alumni Association Communications
State Agencies and Legislature	Have positive awareness and knowledge of NC State Continued support of university mission Present an overall positive impression of higher ed	NC State has a positive reputation that serves messaging well.	Lots of competing priorities and politics	Lobbyists News media NC State partners Personal contact
Local Community	Be resource for partnerships and speaking engagements Positive awareness of Provost Office and our role within university	Lack of awareness of office as a resource	Not knowing where to go for information and not having a reason to want it	Website Community groups Local media
Board of Visitors	Continued positive perception of NC State and better understanding of provost role Continued education of board about Provost's role Be advocates for the university Be more involved	Current positive view of NC State and Provost	Irregular, indirect contact	Meetings

Key Messages

Below are the key message points the Provost's Office should communicate through its messaging and communication vehicles. These central messages capture the core essence and image of the office.

I. Faculty Excellence and Support

The Office of the Provost values faculty contributions and works tirelessly to mold a positive and supportive climate for faculty excellence at NC State. Our faculty, at all levels and in all sectors of the university, are the cornerstone of student success.

II. Student Success

The Provost's Office is the behind-the-scenes champion of student success at NC State. We facilitate all academic and student experience programs, helping the university achieve its strategic mission of student advancement.

III. University Excellence

The Provost's Office brings the university community together to achieve shared goals and initiatives for the advancement of NC State as an institution.

IV. Inclusive Excellence

The Office of the Provost actively supports greater diversity, equity, inclusion and accountability at every level of the university. The office fosters a university climate in which intellectual and cultural diversity are respected and embraced.

V. Compliance and Accountability

The Office of the Provost guides NC State faculty, staff and students through the growing regulatory compliance and reporting demands of higher education.

Supporting Facts

The supporting facts are specific points the office staff can use to provide factual support to bolster key messages. These supporting facts are meant to be prompts for staff members and should not be considered an exhaustive list.

I. Faculty Excellence and Support

The Office of the Provost values faculty contributions and works tirelessly to mold a positive and supportive climate for faculty excellence at NC State. Our faculty, at all levels and in all sectors of the university, are the cornerstone of student success.

Supporting fact:

The office provides direct oversight and funding for the Office of Faculty Development, which provides ongoing educational and growth opportunities for NC State faculty. The Office of Faculty Development coordinates six major awards for faculty excellence.

Supporting fact:

The office administers the University Faculty Scholars program, which recognizes and rewards emerging academic leaders. Faculty members selected as University Faculty Scholars carry the title for a five-year period and receive a \$10,000 annual supplement that may be used for supplemental salary and benefits or programmatic support.

Supporting fact:

The office manages the universitywide Reappointment, Promotion and Tenure (RPT) process for NC State faculty, allowing for systematic faculty career growth.

Supporting fact:

The Collaborative on Academic Careers in Higher Education (COACHE) recognized NC State's RPT process for its exemplary transparency in its clarity of expectations for tenure.

Supporting fact:

The office serves as a direct liaison with the Faculty Senate, keeping the voice of faculty close by. In coordination with the Faculty Senate, the office advocates on behalf of faculty regarding university-level issues and decisions.

Supporting fact:

The office directs the Chancellor's Faculty Excellence Program, which has hired over 40 faculty and is a national model for interdisciplinary recruitment.

II. Student Success

The Provost's Office is the behind-the-scenes champion of student success at NC State. We facilitate all academic and student experience programs, helping the university achieve its strategic mission of student advancement.

Supporting fact:

The Provost's Office recently launched the Provost Professional Experience Program, which allows students to gain paid, on-campus work experience directly contributing to student professional development.

Supporting fact:

The Provost's Office was instrumental in the reorganization of the Student Affairs and Academic Affairs units into a single unit, the Division of Academic and Student Affairs (DASA), for the purposes of better supporting holistic student success. The office recently supported the development of the University College unit, a strategic component of academic programs within DASA.

Supporting fact:

The Provost's Office regularly provides funding for student success initiatives. Some examples include new student registration software, improved student planning dashboards, transportation initiatives and an increased number of student advisors.

Supporting fact:

The office's oversight, support and commitment to faculty ensures that top-notch instructors, researchers and mentors are contributing to students' educations.

Supporting fact:

The Provost's Office regularly provides funding for innovative technology and tools, such as the Student Success Campus Software Platform, to help faculty and staff support student success.

Supporting fact:

The office oversees the university's Distance Education Learning Technology Applications unit, which fosters the integration and support of learning technologies in NC State's academic programs, both on campus and at a distance.

Supporting fact:

The office provides oversight for the Graduate School, providing direct support to those furthering their education through graduate or postgraduate studies at NC State.

Supporting fact:

As NC State's chief academic officer, the Provost oversees all 10 colleges and the office assists with the development and review of all academic programs.

III. University Excellence

The Provost's Office brings the university community together to achieve shared goals and initiatives for the advancement of NC State as an institution.

Supporting fact:

The Provost's Office has direct responsibility for the development and implementation of the university strategic plan. This plan is the foundation for the current and future success of NC State.

Supporting fact:

The office oversees 18 university standing committees comprising 350-plus members who work together to move the university forward.

Supporting fact:

The office supports the university's strategic resource management efforts, helping to improve efficiency and effectiveness at NC State.

Supporting fact:

The office oversees NCSU Libraries, which provides information services and collections to support the university's mission and to further knowledge in the world. NC State's Hunt Library won the 2014 Stanford Prize for Innovation in Research Libraries.

Supporting fact:

The office oversees Enrollment Management and Services (EMAS), which supports students from application to graduation and beyond. Many of EMAS' functions are at the intersection of critical academic services, creating an opportunity for strategic investment that can have a positive impact on student outcomes, reduce time to degree, promote awareness of NC State's brand beyond North Carolina and create business efficiencies.

IV. Inclusive Excellence

The Office of the Provost actively supports greater diversity, equity, inclusion and accountability at every level of the university. The office fosters a university climate in which intellectual and cultural diversity are respected and embraced.

Supporting fact:

The Office of the Provost has direct oversight and responsibility for the Office for Institutional Equity and Diversity, which is committed to fostering diversity and inclusion throughout campus.

Supporting fact:

The Office of the Provost has direct oversight of the Office of International Affairs, which spearheads NC State's efforts to be a globally engaged university.

V. Compliance and Accountability

The Office of the Provost guides NC State faculty, staff and students through the growing regulatory compliance and reporting demands of higher education.

Supporting facts:

The Office of the Provost oversees the University's Southern Association of College and School accreditation process. This comprehensive process ensures NC State's credibility and forward movement. In addition, the office oversees the university's ongoing commitment to educational improvement through the THINK quality enhancement plan.

Supporting fact:

The Office of the Provost has direct oversight of the Office of Institutional Research and Planning, which oversees data and assessments throughout the university.

Supporting fact:

The office manages and guides the RPT process for faculty.

Supporting fact:

The Office of the Provost oversees many aspects of institutional reporting, including Title IX compliance.

Supporting fact:

The Provost chairs the University Compliance Steering Committee and the Committee on Committees.