



North Carolina
School of Science
and Mathematics



**PLANNING OUR FUTURE,
BUILDING ON SUCCESS**

Strategic Plan, 2019–2024

Beliefs

NCSSM's fundamental values and non-negotiable principles

We believe that:

- Our greatest resource is the capability and creative capacity of the human mind.
- Everyone is unique and has intrinsic value.
- Diversity and inclusion enrich and strengthen lives and communities.
- Embracing challenge inspires growth and the pursuit of excellence.
- Individuals are responsible for their choices and actions.
- With opportunity, support, and effort all people can realize their full potential.
- A nurturing community develops the well-being of the whole person.
- Service to others builds and strengthens community.
- Environmental stewardship and resource sustainability are a shared responsibility.
- A passion for learning throughout life leads to success and fulfillment.
- Collaboration fosters learning, ignites innovation, and cultivates community.
- Adhering to high ethical standards is essential for a community to function and flourish.
- Access to high quality public education is essential to a free, democratic society.

Parameters

Boundaries within which NCSSM will accomplish its mission

- The best interest of students will always be given the highest priority in decision-making.
- As we strive to achieve our mission, we will assure the integrity and quality of our residential programs in collaboration with all other NCSSM programs.
- The scope of our program will always include learning in the humanities, social sciences, fine arts, extracurricular activities, and service.
- Programs and services should be consistent with the strategic plan, and the benefits clearly justify cost.
- We will always provide safe, secure, supportive environments for living, learning, and working.

About the Strategic Plan

North Carolina School of Science and Mathematics embarks upon a historic next five years. We are constructing and opening a new, 300-student second physical campus in Western North Carolina, raising tens of millions of dollars to upgrade and expand our Durham campus, and we have grown our distance education programs to serve nearly 1,000 students with courses each year, reaching 79 counties and 210 schools across North Carolina in the 2018-2019 academic year.

This strategic plan—created with the deep involvement of students, parents, alumni, employees, boards, friends and collaborators—provides a framework for navigating these complex changes in intentional, sustainable ways. The plan guides us as we optimize how we serve students across North Carolina, strengthens our daily practices as an organization, and helps NCSSM catalyze even more opportunity across the state.



Our Mission

The mission of the North Carolina School of Science and Mathematics, an intellectually stimulating, diverse, inclusive, and collaborative community, is to:

- educate and nurture academically talented students to become state, national, and global leaders,
- increase access to high quality public education in North Carolina, and
- cultivate engaged citizens who will work for the betterment of the world, through challenging programs, with an emphasis on STEM, driven by the pursuit of excellence and innovation.

Objectives

Goals that NCSSM will achieve through the Strategic Plan

These objectives reflect specific, demonstrable, and measurable results that exceed our present capacity and will allow us to address the critical issues we face. The goal is to accomplish these three objectives over the next five years:

Objective 1

Ensure that each NCSSM student will engage as a thinker, maker, or doer in an experience that requires the application of knowledge and skills to address challenges in the world beyond the classroom.

Objective 2

Annually increase the percentage of NCSSM alumni earning degrees in STEM fields.

Objective 3

Meaningfully engage 1,000,000 students and 100,000 teachers through NCSSM products or services over the next five years.



Strategies

STRATEGY 1

We will increase and diversify revenues and resources to accomplish our mission and objectives.

1. Complete preparations for a comprehensive fundraising campaign.
2. Raise at least 40% of campaign goal in quiet phase of comprehensive fundraising campaign.
3. Initiate “public phase” of comprehensive campaign.
4. Optimize the use of appropriate fundraising technology to effectively identify, qualify, and engage prospective donors.
5. Create increased capacity among selected personnel to engage in the development process.
6. Grow the culture of giving among students, families, employees, and alumni.

STRATEGY 2

We will adopt effective communications, data, business and administrative systems that are scalable and sustainable for our day-to-day operations.

1. Determine our best option for an Enterprise Resource Planning system, including a Student Information System.
2. Complete an internal communications systems
- audit to evaluate needs and assess internal communication methods and technologies.
3. Develop best practices and procedures for maintaining institutional data.
4. Revise, replace, or eliminate policies, systems, and procedures in order to be scalable and sustainable.

STRATEGY 3

We will build and maintain three cohesive campuses (Durham, Morganton & Virtual) working seamlessly together as one integrated NCSSM.

1. All three campuses will have technology that enables seamless collaboration across campuses.
2. NCSSM will have a strategic and inclusive approach to campus-wide, school-wide, and external communications.
3. NCSSM will deliver equitable student support services tailored to meet the unique needs of students at each campus.
4. NCSSM will have both governance and an organizational structure that provide equitable support for all students, faculty and staff.
5. Implement a model that promotes and leverages strengths specific to each campus that can maximize the shared experiences available across the NCSSM community.

“NCSSM has always challenged what is possible and so has attracted students, teachers and staff members energized by working at the leading edge. With their passionate dedication and the strong support of the NCSSM community, our many partners, and our state, our school is ready to accept these next greater challenges.”

—J. Todd Roberts, Ed.D.
NCSSM Chancellor



STRATEGY 4

We will use our institutional flexibility to the fullest extent to provide innovative learning opportunities for students that allow them to design their futures and become engaged citizens.

1. Establish a robust advising center (Center for Advising and Academic Success - CAAS) that serves all residential and online students as a replacement for the current advising program.
2. Implement a semester-based calendar for all programs to leverage institutional flexibility and expand opportunities for students.
3. Implement a new residential weekly timetable to facilitate the scheduling and expansion of our mentorship program, research opportunities, and other innovative learning opportunities, while maintaining adequate instructional time and providing flexible-use time.
4. NCSSM will establish a semester-based curriculum with updated graduation requirements and policies that maintain the competitiveness of our graduates and the integrity of our program while having provisions for student choice.
5. Create additional flexible opportunities for students who wish to take advantage of course placement acceleration.
6. We will provide a structure for students to CLAIM, DEVELOP, COMMUNICATE, and VALUE the knowledge and skills gained as a thinker, maker, or doer.

STRATEGY 5

We will effectively communicate the transformative impact of NCSSM on students, communities, and the state as a whole.

1. Align external marketing and communications with the Mission of NCSSM and the Strategic Plan.
2. Execute a public-facing marketing campaign to show North Carolina residents and key audiences the transformative power of the school.
3. Increase NCSSM's public-facing media presence.
4. Develop a clear, coordinated, and efficient structure for internal and external communications.
5. Redesign website to reflect NCSSM mission and strategic plan and to improve user experience.

STRATEGY 6

We will ensure that diversity, equity, and inclusion characterize our campus culture and climate.

1. Ensure leadership and consistent accountability for implementing programs, initiatives, and evidence-based decision-making to support diversity, equity, and inclusion efforts.
2. Enhance and expand recruitment, selection, and retention processes to assure that they are equitable, inclusive, and designed to support a diverse community.
3. Our internal and external communications will be clear and consistent regarding institutional values of diversity, equity, and inclusion.
4. Develop an inclusive and respectful work environment for every employee and support their growth at all levels.
5. Improve methods of teaching, learning, and advising to advance inclusiveness and to prepare students, faculty and staff for both local and global multicultural realities.

STRATEGY 7

We will prioritize our initiatives and develop and implement ways of sustaining our faculty and staff, including salaries, work-life balance, and professional development.

1. Duties, responsibilities, and workloads will be equitable within similar working positions within and across NCSSM departments.
2. Policies and guidelines will be implemented that allow for flexible schedules where reasonable while assuring job duties are accomplished.
3. Faculty salaries will meet or exceed that of faculty salaries of those in the highest paying North Carolina school districts.
4. Improve retention and recruitment of employees through analysis of data related to employee engagement and satisfaction.
5. SHRA salaries below the 90% market rate will be brought up to at least 90% of the market rate and a system will be created to evaluate EHRA-NF salaries.
6. Policies on additional employment and supplemental pay will be clarified and effectively communicated.
7. NCSSM will develop a Staff Mentoring Program parallel to the Faculty Mentoring Program.
8. Institutional policies and supervisors will encourage and allow EHRA-NF and SHRA employees to participate in institutional and job-related professional development.

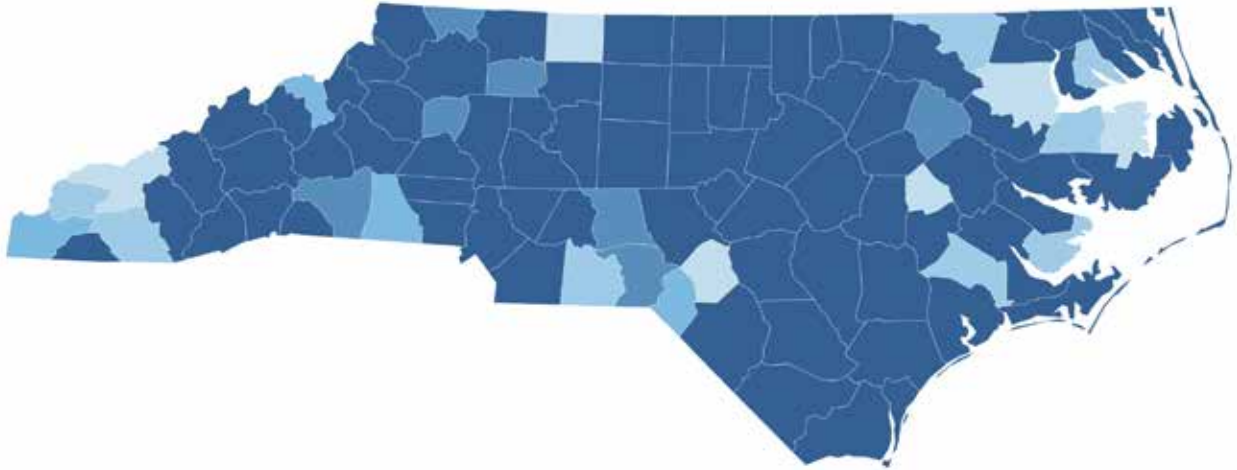


STRATEGY 8

We will expand programming and collaborative partnerships in K-12 that prepare students for the rigor and challenges of our changing world.

1. Review and revise NCSSM's Partnership Model to ensure that it meets the needs of NCSSM and its partners and stakeholders.
2. Create and put into operation a committee to evaluate through established protocols, rubrics, and benchmarks the success of NCSSM/K-12 partnerships.
3. Predict future needs in K-12 education in North Carolina and determine how NCSSM's resources and expertise can meet those needs.
4. Develop and implement a marketing campaign to publicize opportunities and resources available through NCSSM partnerships and to clarify to potential partners the benefits and responsibilities of being an NCSSM partner.
5. Establish alternative models of staffing within and beyond existing NCSSM faculty to meet the identified needs of NCSSM's partnerships.





In the 2019-2020 academic year, NCSSM served students from more than 90 North Carolina counties through the school's residential, online, interactive video conferencing and summer programs. With the opening of the Morganton campus, NCSSM will be able to serve an additional 300 residential students.



NCSSM

North Carolina School of Science and Mathematics

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Igniting innovation, cultivating community.