The Senior Design team of Jamie McLain (left), Desirae Scruggs and Shannon Tart (right) worked on the next generation of Gryppers, a replacement for athletic gloves and one-use athletics tape.
INTRODUCTION
FROM THE DEAN

A HIGH IMPACT LAND-GRANT LEGACY.

NC State University’s College of Textiles started building a legacy of world-class textile education, discovery and engagement with industry and government in 1899. For more than 115 years, the College has developed a deep and rich tradition of producing remarkable future leaders in North Carolina and beyond who are life-long learners and seek to give back. Our faculty and staff take our land-grant mission to serve the great state of North Carolina very seriously and embrace change by continually reinventing how textiles positively impact our lives locally and globally.

KNOWLEDGE IS POWER.

The College of Textiles is the most productive and respected textile institution in the world with more than $14 million in discovery and service contracts supported by over 160 companies and seven federal government agencies. We have approximately 1,200 undergraduate and graduate students, some of whom have formed highly successful start-up companies. We offer global online programs in multiple languages to maximize our impact worldwide. We provide the intellectual power to students and professionals alike to change the world for the better.

STUDENTS FIRST. STUDENT SUCCESS.

We take great pride in insisting on excellence in all we “Think and Do”, with actions that maintain a student first, student success approach. It is no accident that many of our faculty members have been inducted into the esteemed NC State University Academy of Outstanding Teachers and have received teaching and learning innovation awards. Our faculty win the very highest honors - such as the O. Max Gardner Award (the highest award by the University of North Carolina system) and NC State’s highest faculty award, the Holladay Medal for Excellence.
We strive to grow our reputation as the preeminent textile education enterprise that improves lives in North Carolina and beyond through education, discovery and innovation. This can only be achieved by attracting interdisciplinary faculty and staff with a passion to mentor, inspire and support our undergraduate and graduate students both on-campus or online. We seek faculty who are passionate about applying their expertise to address the unique mission of the College: to provide world-class education, research and service programs in polymer, fiber and textile technology; engineering; chemistry; fashion, textile and apparel design and management. This is how we will lead production of transformative textiles, textile products and textile processes of the future. We seek to form strong, lasting and mutually beneficial strategic inter-institutional partnerships. With these partnerships we are able to leverage our remarkable state-of-the-art infrastructure to reinvigorate the textiles industry in the U.S. and beyond.

OUR PASSIONATE LIVING BRAND.

Our more than 9,000 alumni are our passionate living brand, many of whom are impactful leaders of society, from the Chairman of the Joint Chiefs of Staff to presidents of Fortune 500 companies like Caterpillar to a Tony Award winning designer. Our alumni are eager to give back to their local communities, to their College of Textiles and to NC State. With the North Carolina Textile Foundation investing in the College’s students, faculty and infrastructure more than at any time in its history, the potential to substantially grow giving and increase our endowment is high. Growing our endowment is a powerful buffer against diminishing state support.
PAIRING VALUE AND INNOVATION.

NC State is ranked by national institutions as a best value and one of the most innovative universities anywhere. We are recognized as having the highest return on investment of any public university in North Carolina. We are consistently ranked in the top 10 nationally in terms of patents, spin-off companies and new product licenses, in part due to the unique infrastructure and vision of award winning Centennial Campus, which has been home to the College of Textiles for over 25 years. NC State’s economic impact on our State alone surpasses $6.5 billion annually, making the University one of the most impactful institutions anywhere. This is in no small measure due to the College of Textiles. We have developed a reputation and record for consistently punching above our weight as a proud contributor to the economic, societal and intellectual prosperity of North Carolina and societies around the globe.

A RESURGENT U.S. TEXTILES INDUSTRY.

Today we serve an innovative, dynamic industry that is becoming focused on manufacturing close to the consumer. We are in the early stages of a resurgent U.S. textiles industry that requires innovative polymers, fibers, textile and apparel products and processes to meet the demands of the civilian textile and fashion markets and the military and first responders. The United States is the largest textile, apparel and fashion market in the world with apparel sales alone greater than $300 billion. The U.S. textiles manufacturing industry today generates greater than $56 billion in sales with greater than $18 billion in exports (up dramatically in recent years). Our country’s workforce is hundreds of thousands strong and growing. Worldwide there are several million workers who participate in an increasingly technology-driven supply chain. These stakeholders require advanced education and training in order to remain competitive, and all textile, apparel and retail companies require a supply of high quality career-ready graduates.

LEADING TEACHING INNOVATION IN HIGHER EDUCATION.

Currently, there is a unique convergence of a resurgent U.S. textiles industry and an increasingly uncertain and disruptive higher education landscape. With bold leadership and a focused strategic plan, our College will define the future pedagogies of textile education, both for our full-time on-campus students and the massive market of professionals and students around the world, by leveraging emerging and innovative learning technologies and higher education and demographic trends. Simultaneously, we will advance discovery, innovation and engagement that the evolving textiles and related industries need. We will build our College programs to help shape the future of the U.S. textiles industry, not simply react to it.

We must use data-driven assessment to understand the opportunities and ensure future student success in the changing higher education landscape. We must establish innovative textile pedagogies that are congruent with varying learning styles and lower barriers to learning across textile science, technology, engineering, art, mathematics (STEAM) and management. The textile pedagogies we build must also enable development of superior soft skills, including critical and design thinking, leadership, communication, teamwork, a passion for lifelong learning, and a confident entrepreneurial spirit. The College has potential to dominate the global textile education arena with effective on-campus and online programs.
Jeff Joines (right), Associate Department Head and Undergraduate Program Director, was the 2016 recipient of the Board of Governors Excellence in Teaching Award from the University of North Carolina system. The annual honor is given to one faculty member at each of the system’s 17 institutions.
AN INTERDISCIPLINARY POWERHOUSE.

For decades, our College has been leading in the formation of interdisciplinary teams to address society’s textile-related grand challenges, from how we protect our armed forces and first responders and advance technologies for sustainable fashion, to how we filter the air we breathe and water we drink. Our College faculty have spawned some of the world’s most impactful interdisciplinary centers and institutes: The Nonwovens Institute and the Textile Protection and Comfort Center. They have led the formation of the emerging Forensic Sciences Institute. The Zeis Textiles Extension department is meeting a high-demand for professional training and fabrication and testing services by offering programs for entrepreneurs and start-up companies as well as multinational corporations.

PLANNING THE STRATEGIC PLAN.

This strategic plan has evolved over four years, following multiple faculty and staff meetings and town halls, and surveys with our stakeholders. We found no need to change our vision and mission, but developed a set of Core Values and a set of Fundamental Strategic Themes that are critical to our College’s success going forward. This streamlined strategic plan stands on the shoulders of hundreds of participants, including our students, alumni and industry partners and has been developed to align with the University strategic plan - the Pathway to the Future - as well as provide a framework for our departments, centers and institutes to build their strategic plans.

A NEW BASELINE.

While we are rightly proud of the success we have achieved to date, there is substantial work to be done. This strategic plan draws a new baseline for the College from which it is positioned to flourish. With investment and our bold vision and strategic plan, the future is bright indeed for the College of Textiles to achieve unprecedented local and global success. We will exceed expectations more than ever before via a textiles-oriented “Think and Do” mindset that will increase the reputation, economic prosperity and societal impact of North Carolina State University.

DAVID HINKS, DEAN
VISION

The global leader in textile innovation: education, research and service.

MISSION

Through innovative educational practices and multi-disciplinary research activities in textiles, we provide visionary leadership and collaborative services to the University, state and global communities.

OUR FUNDAMENTAL THEMES

To achieve its vision and mission, the College of Textiles will be recognized as:

- The Preferred Global Provider of Textile Education and Innovation
- The Global Leader in Textile Public-Private Partnerships
- An Interdisciplinary Team of Problem Solvers
- An Excellent Place to Learn, Work and Grow

Focusing on these four themes while adhering to our Core Values will enable the College to address fully the challenges and leverage the opportunities that exist in higher education and the textile industry in North Carolina and globally.
LEADERSHIP
Leading the world in textile knowledge and education with integrity and humility.

INNOVATION
Promoting and supporting a culture of innovation and creativity by being bold in our choices and persistent in our efforts, while advancing environmental stewardship and economic sustainability.

ENGAGEMENT
Engaging and motivating our students, faculty, staff and partners to aspire to excellence in all of their endeavors and apply their expertise to serve the greater good.

INCLUSIVENESS
Developing and maintaining a diverse, welcoming and safe environment for all. Ensuring that initiatives are geared toward including and retaining people with differing ideas, varied backgrounds and identities.

RESPECT
Treating all with respect and striving to ensure personal safety and honoring freedom of thought, expression and creativity, the diversity of people and opinions, and academic freedom.

CONNECTEDNESS
Engaging in our present while honoring our past to ensure a successful future by continuously strengthening partnerships to advance education, research and the textile industry.

Fashion and Textile Design (FTD) students spend their fourth-year concepting and producing inspired collections which take center stage each May. These are pieces from the 2016 FTD: Emerging Designers Showcase.
GOALS & METRICS & STRATEGIES
Nancy Cassill (left), Associate Dean for Academic Programs, speaks with student Diamond Jackson (right) about the College’s five outstanding undergraduate degree programs and study abroad opportunities.
Students Kaylin Sutton (left) and Santiago Tellez (right) study in the Peter R. Lord Tutoring Room in the College of Textiles.
GOAL ONE:
ENHANCE THE SUCCESS OF OUR STUDENTS THROUGH EDUCATIONAL INNOVATION

Strategic Outcome: College of Textiles graduates will be internationally renowned as being the highest quality
career-ready textile graduates who are the future leaders of the textile enterprise and beyond.

Student success is part of the fabric of the College of Textiles. Fundamental to our achievement is the development of
graduates who are innovative and adaptable and can lead with high integrity, a foundation of relevant and interdisciplinary
applied technical knowledge, and strong communication and leadership skills. These attributes will enable them to improve our
world by helping to solve society’s grand challenges and creating new knowledge and opportunities via a life-long “Think and
Do” mindset.

Our College has a long tradition and strong international reputation for preparing industry, academia and civic leaders,
especially in advancing the increasingly innovative, diverse and rapidly changing global textile industry. Our recent incoming
freshman earned the highest average SATs and high school GPAs in our history, with approximately 50 percent in the top 10
percent of their class. They are contributing to our highest enrollment in history - approximately 1,000 enrolled undergraduates
and 225 enrolled graduates and post-doctoral research associates. Our students are being prepared for leadership success
better than ever before, via innovative curricula, enriching experiences that include challenging internships, entrepreneurship
opportunities, international study and work experiences, service learning, and outstanding undergraduate and graduate
research with world-class faculty and staff members. Yet we have a call to action to provide every student with even greater
cost-effective enriching experiences on and off campus so that economic circumstance will not present a barrier for any
student.

While our graduates consistently gain employment after graduation at rates far higher than the national average, a key part of
our strategy is to provide educational leadership that defines and builds the future of textiles education in ways that increase
opportunities and demand for our graduates. We will increase our investment in recruitment of a highly talented and diverse
student body, educational innovation and experiential learning, exceptional one-on-one advising, and development of personal
and professional skills that inspire a passion for life-long learning and service and enable a fulfilling and happy life.

Metrics:

• Surveys of students, industry and institutional partners and alumni
• Recruitment of a diverse student body with high potential
  • High school GPA, SAT, ACT, class rank, percent retention, percent diversity
  • Number, percent and amount of undergraduate scholarships and graduate fellowships
• Teaching innovation
  • Number of teaching innovation grants submitted and awarded
  • Number of faculty participating in teaching workshops
  • Number of faculty presentations / workshops on teaching innovation
  • Number of scale-up, blended learning and DE classes / modules
• Enriching experiences
  • Percentage students with industry internships, international, undergraduate research, and service learning
    experiences
• Student success
  • Percentage of students graduating within four, five and six years (by degrees)
  • Percentage of students with employment / grad school within three months of graduation
  • Return on investment after five, 10 and 20 years
  • Percentage in leadership positions after five, 10 and 20 years
COT STRATEGIES & ACTIONS:

Recruit, retain and graduate high quality and diverse students that are globally recognized as exceptional future leaders.

- Grow industry partnerships to support our educational programs
- Build the endowment to fund master’s and doctoral student fellowships
- Maintain an efficient, data-driven and targeted recruitment program
- Maintain a world-class one-on-one advising and mentoring program for all students
- Grow the undergraduate scholarship program
- Build self-funded online and professional science master’s degrees and certificates to meet the evolving needs of the global textile and related industries
- Establish a college-wide graduate scholars and professional development program
- Create collaborative workspaces for undergraduate and graduate students
- Establish a college-wide Student Life Center to enable professional and personal development

Facilitate student research, internships and engagement through industry partnerships and government support.

- Increase enriching undergraduate research and internship experiences
- Increase entrepreneurship opportunities for all students by facilitating research partnerships, technology transfer and licensing between students, faculty and industry

Maximize our educational leadership impact by implementing high quality, relevant and in-demand on-campus and online programs for the global textile enterprise.

- Continuously assess and improve curricula that combines strong science, technology, engineering, art, and math (STEAM) with basic and advanced textiles, management, creativity, communication skills and leadership training
- Provide state-of-the-art educational technology resources for our faculty to build innovative educational programs to prepare the next generation of adaptable “Think and Do” leaders
- Develop experienced instructional technology staff able to create innovative learning modules and classes with faculty (for distance and on-campus education)
- Establish a leadership position in assessing and defining the future of textile education through teaching innovation

Enable students to graduate with a global perspective, diversity of thought and a commitment to life-long learning, service and giving back.

- Provide all students with affordable access to diverse, impactful and global experiences through interuniversity, international industry partnerships and endowment funding
- Facilitate local and global service learning
Our students are consistently in high demand by employers throughout the textile world and beyond. More than 70 companies attend our College of Textiles Career Fair each year looking to hire interns and full-time employees.
Behnam Pourdeyhimi, Associate Dean for Industry Research and Extension, won the O. Max Gardner Award from the University of North Carolina Board of Governors in 2015. The award, the highest faculty honor the board bestows, recognizes faculty who have “made the greatest contribution to the welfare of the human race.”
GOAL TWO:
ENHANCE SCHOLARSHIP AND RESEARCH BY INVESTING IN FACULTY AND INFRASTRUCTURE

Strategic Outcome: The College of Textiles is recognized as having the world’s leading faculty, staff and resources that develop future global leaders and support the textiles enterprise in education and research, workforce development and industry service.

Our faculty and staff hail from five continents and span a diverse expertise including chemical, industrial and mechanical engineers and technologists; fashion and textile managers and designers; statisticians; and organic and physical chemists. The quality of our faculty members is demonstrated by the high number that hold distinguished university awards for their scholarship, teaching and service, including the highest award bestowed to any faculty member in the University of North Carolina system, the O. Max Gardner Award; the highest University award, the Alexander Quarles Holladay Medal for Excellence; the Board of Governors Award for Excellence in Teaching; and the Gertrude Cox Award for Innovative Excellence for Teaching and Learning. Our passion to advance the polymer, fiber, textile, retail and related industries through discovery and innovation is as strong as our commitment to teaching and mentoring.

With our growth in recent years in our graduate and undergraduate programs to meet the needs of our industry and government partners, we must increase the number of faculty members and support staff, while ensuring we retain our star performers. We will achieve these goals by investing in proposal development, a strong professional development program and growing our professorship endowments and research and scholarship capabilities.

Metrics:

- Number of tenured, tenure-track and non tenure-track faculty
- Research revenues per faculty and per unit
- Technical service revenues that support faculty and scholarship
- Number and diversity of industry and government funding per faculty member
- Number of Chancellor’s Faculty Excellence faculty members
- Number of non tenure-track faculty
- Percent retention of staff and faculty
- Percentage of female and under-represented groups for staff and faculty, by unit
- Percent honors, percent named professorships
- Number of scholarly leave and professional development activities
- Number of graduate students (MS, online & on-campus, PhD), post-docs
- Student-to-faculty ratios
- Number of TAs who teach labs, classes
COT STRATEGIES & ACTIONS:

Recruit, retain and reward a diverse faculty who are recognized as global leaders in their fields by providing a world-class, collaborative work environment.

- Provide faculty with compensation, benefits and resources necessary to innovate and develop into renowned leaders
- Increase the number of tenured and tenure-track faculty to adequately support our innovative teaching, research, scholarship and engagement mission
- Increase endowment support for professorships and graduate student fellowships to maintain a world-class research and scholarship portfolio
- Establish and maintain an impactful professional development program for all faculty and staff
- Formalize a program for leadership and career development for women and other under-represented groups, non tenure-track faculty and staff
- Establish and maintain strong mentorship of all faculty and staff

Build a robust research and scholarship infrastructure to enable growth in revenues to support students, staff and equipment.

- Establish a college-wide research development program to assist faculty in winning more research, training and creative design grants
- Invest in equipment and space that supports collaborative research with strong technical support
- Develop and implement succession plans for key strategic areas and to maintain core textile technology expertise
- Establish seed funding for collaborative research and scholarship
- Provide in-demand research and testing facilities to advance the capacity available to our partners
- Provide an efficient administrative infrastructure to manage and optimize industry partnerships
- Strengthen support for research and academic data security and analysis

Develop an integrated college research and scholarship strategy.

- Formulate an integrated research plan that will optimize interdisciplinary collaboration within and outside the College
- Survey megatrends and conduct gap analysis in the textiles and apparel industries
- Increase faculty participation and success in the Chancellor’s Faculty Excellence Program
Associate Dean for Research Xiangwu Zhang (center) discusses research strategy with Mark Dutton (left), Proposal Developer, and Kina Morgan (right), Director of College Research Administration.
Roger L. Barker (right), is the Director of the Textile Protection and Comfort Center (T-PACC). T-PACC research includes federally funded projects related to the testing and improvement of first responder uniforms and equipment.
GOAL THREE: 
ENHANCE INTERDISCIPLINARY SCHOLARSHIP TO ADDRESS THE GRAND CHALLENGES OF SOCIETY

Strategic Outcome: The College of Textiles is the recognized leader in interdisciplinary scholarship addressing the grand challenges of the textile industry in the state, nation and the world.

Many challenges and opportunities facing society today cannot be solved by one or even two disciplines. Solutions to challenges require interdisciplinary and even transdisciplinary approaches. Polymers, fibers and textiles constitute a critical component of many complex products and processes of major functional and aesthetic value to society.

With renowned faculty expertise in chemistry, engineering, design, technology, management and statistics, the College of Textiles is unique in its long-standing solutions-driven interdisciplinary discovery, innovation, service and engagement. Our faculty and staff are known for their leadership and collaboration, and our departments, centers and institutes serve as models within the University and beyond.

The Nonwovens Institute (NWI) is recognized as a “unique model of a successful and thriving university-industry collaborative” with a budget of more than $10 million. The Institute is the global leader in nonwovens education, discovery and innovation that catalyzes the development of advanced nonwoven materials, products and processes, as well as undergraduate, graduate and professional training. The NWI comprises a growing cooperative membership of approximately 70 companies (some affiliated for more than 20 years) that funds approximately 50 doctoral students, post-doctoral research associates, faculty and staff members, as well as the research of faculty members in the College, across the University and externally. With strong University support, the NWI’s pilot production facilities will occupy more than 25,000 sq. ft. of the new Center for Technology Innovation building in order to accommodate its rapid growth.

The Textile Protection and Comfort Center (T-PACC) has experienced unprecedented growth in recent years in both government and industry sponsors that in turn has supported more students. This includes the military, firefighters and other first responders and industry that supports the functional and protective textiles markets, including textiles for medical and sports applications. T-PACC is supported by full-time EHRA and SHRA staff professionals, more than a dozen graduate students, post-doctoral research associates and research assistant professors. Its status as a leading center for research and education in protective textiles is important to the long-term strategic goals of the College of Textiles and University. A primary goal is to establish a new industry cooperative to support development of new comfort and protection standards.

The Forensic Sciences Institute (FSI) is an emerging institute with a strong intercollege partnership involving dozens of faculty with expertise that includes forensic textile chemistry, forensic anthropology, forensic DNA and animal forensics. A Professional Science Masters in Forensic Science and a Ph.D. in Forensic Science is under development. When combined with major research funding of greater than $5 million in recent years in textiles and other disciplines, significant criminal investigation services, and its academic mission, the FSI will provide comprehensive services to the criminal justice and forensic science community in North Carolina, the nation and internationally.

A unique public-private Center for Fashion and Apparel Research, Design and Innovation is needed to support creativity, innovation and entrepreneurship thrusts in U.S. apparel product development using new textile technologies and management processes. The center will serve the industry with a focus on new paradigms both in fashion and high-performance apparel, including military, sports, first responder, health and luxury products.

Additionally, a Public-Private Cooperative in Fiber and Polymer Science and Engineering is required to conduct fundamental and applied research to develop the knowledge base that will establish a long-term pipeline of technical textiles from new sustainable fiber-based materials.
**COT STRATEGIES & ACTIONS:**

Strengthen interdisciplinary discovery, knowledge transfer and innovation in textiles growth areas.

- Develop or strengthen leadership in the following strategic areas: technical textiles; technology- and aesthetic-based fashion and textile design and management; textile automation, medical textiles; next generation fibers and polymers; next generation textile coloration processes; textile environmental and sustainability science, product development, engineering and management; brand and luxury management.
- Expand the industrialist-in-residence and seminar program, idea incubation and new product development training for students, faculty and staff
- Establish a college-wide textile entrepreneurship program
- Establish and provide faculty and infrastructure to support a member-based consortium to advance technical textiles through fiber and polymer science, technology and engineering
- Provide faculty and infrastructure support to the Textile Protection and Comfort Center
- Establish and provide faculty and infrastructure support for a member-based Center for Fashion and Apparel Research, Design and Innovation
- Support the growth and impact of the nonwovens industry in North Carolina and globally by providing faculty and infrastructure support to The Nonwovens Institute
- Establish and provide faculty and infrastructure support to the Forensic Sciences Institute

**Metrics:**

- Amount funded by center and institute research, service and academics and number of partners, members
- Amount invested in in-house shared research infrastructure
- Number of joint initiatives with external academic partners
- Number and amount of proposals and new grants funded by centers and institutes
- Number of faculty partnering across the College
- Number of faculty partnering with NWI, T-PACC, FSI and projects external to COT on funded work
- Number of undergraduate and graduate students funded by centers and institutes
- Number of faculty partnering with faculty outside COT on funded work
- Percentage of each curriculum that crosses over into other colleges

Reenvision graduate training to include flexible, broad areas of study.

- Establish self-funded Professional Science Masters programs in forensic science, filtration science and engineering, protection and comfort science, and fashion and textile design, innovation and management to include online delivery to broaden the impact on the state and beyond
- Foster interdisciplinary engagement by creating faculty positions that have a tenured / tenure-track home in academic departments and collaborative research assignments in institutes across the University
- Collaborate with university partners to broaden the scope of the Textile Technology Management Ph.D.
- Establish a Ph.D. in Forensic Science in the eastern United States
The Max A. Weaver Dye Library, which is housed at the College of Textiles, features more than 100,000 dye and fabric samples.
College of Textiles students gain hands-on education in nearly 70 research and teaching laboratories featuring cutting-edge industry technologies and equipment.
GOAL FOUR: ENHANCE ORGANIZATIONAL EXCELLENCE BY CREATING A CULTURE OF CONSTANT IMPROVEMENT

Strategic Outcome: The College of Textiles is recognized by the University, the UNC system and our other stakeholders as a model of organizational excellence that engages in constant improvement for the benefit of all its students, staff, faculty and stakeholders.

Our College is in a period of positive change that parallels the rapidly changing and increasingly innovative U.S. textiles industry and higher education landscape. We will continue to improve our organizational structure to maximize support for our students, faculty and staff. Our most important asset is our people. We must constantly work to improve the well-being of and support for our staff and faculty, from recognizing service and excellence to enhancing work-life balance and social and service programs. We are building transparent fiscal and operational guidelines, aligning our resources and infrastructure with areas of strategic emphasis, and enhancing our space utilization efficiency through reassignment and renovation. Our Information Technology unit is a critical and highly collaborative group that is advancing our technology infrastructure and providing outstanding IT service to our students, faculty and staff, including our on-campus and growing distance education programs.

Metrics:

- Current budget versus ideal budget by unit
- Salary equity
- Number and size of non-state revenue streams
- Percentage growth in diversity
- Percentage turnover in staff and faculty
- Percentage of staff and faculty participating in training
- Number of social events
- Staff and faculty wellness survey data
COT STRATEGIES & ACTIONS:

Reduce reliance on state funding by diversifying and growing revenues.

• Increase revenue obtained from federal funding, distance education programs, professional education programs, conferences and private partnerships
• Partner with the North Carolina Textile Foundation in increasing endowed, unrestricted and other gifts to support programs via the University fundraising campaign
• Develop funding models for undergraduate capstone classes, fashion shows, undergraduate research and graduate enrichment projects
• Establish a university affiliated, not-for-profit company to enable the rapid product development and licensing of industry partner, faculty, staff and student generated designs, products and processes with commercial potential

Establish a local and global communications and marketing plan to advance programs and promote brand awareness.

• Establish a marketing and communications plan
• Develop efficient, targeted online marketing communications
• Continuously improve all online communications and social media
• Celebrate our College tradition and connectedness to the textiles industry

Configure support services to optimize efficiency and effectiveness.

• Recruit and retain highly qualified professionals to manage laboratories, equipment and technology
• Strengthen support for seamless on-campus and remote productivity for faculty and staff
• Develop business plans for non-state revenue generation for each department
• Develop and implement a space utilization master plan
• Enhance information technology support services
• Develop new web- and mobile-based applications for business efficiencies

Increase institutional pride and well-being among all staff, faculty, students and alumni, and celebrate the growth in diversity of the College.

• Create an environment of operational transparency
• Facilitate work-life balance
• Define excellence and provide recognition for excellent work
• Enhance College-wide internal communications
• Improve collaborative and convivial spaces for faculty and staff
• Enhance diversity of faculty, staff and students at all levels
• Establish enriching social programs for staff and faculty that promote well-being
• Align faculty and staff interests with service on committees and task groups
A newly renovated common area shared by the Department of Textile and Apparel, Technology and Management and the Department of Textile Engineering, Chemistry and Science provides space for faculty and staff to gather. Featured here are Helmut Hergeth, Associate Professor, and Delisia Matthews, Assistant Professor.
The College of Textiles Summer Textile Exploration Program (STEP) brings rising high school seniors to campus for four one-week sessions. They learn about NC State and work on projects related to one of the College’s five undergraduate majors.
GOAL FIVE:
ENHANCE LOCAL AND GLOBAL ENGAGEMENT THROUGH FOCUSED STRATEGIC PARTNERSHIPS

Strategic Outcome: The College of Textiles is recognized throughout the world as the leader in public-private partnerships via engaging students, staff and faculty in serving the local and global textiles and related industries in addressing economic and social challenges critical to improving society.

Results-driven engagement with strategic partners is key to maximizing the College’s societal and economic impact through textiles engagement: innovation, knowledge transfer, entrepreneurship and service. We take great pride in our land-grant mission and our deep connection to the textiles and apparel industry in North Carolina and globally.

We are recognized as a model for partnership engagement that provides outstanding service to industry and society while simultaneously integrating collaborative learning environments and professional development opportunities for our students, staff, faculty and partners. Each year, we engage with hundreds of textile, retail and related industry partners, from entrepreneurs and family owned businesses to multi-national companies as well as government and nonprofit organizations. We will continue to strengthen the outstanding value we bring to our partners by enabling them to succeed in their missions. In turn, these partnerships provide unique learning opportunities for all our stakeholders. Our partners engage our students, staff and faculty in impactful service learning projects, from supporting local charities to empowering underprivileged women in developing countries to start their own textiles businesses.

Our company partnerships are driving entrepreneurship and economic prosperity in our state and nation more than ever. The Nonwovens Institute, Textile Protection and Comfort Center and our Zeis Textiles Extension (ZTE) department provide a vital service role in linking industry partners with the research and educational mission of the College and the University; they deliver tens of millions of dollars in economic prosperity value to their partners. ZTE also provides every student in the College with unique educational instruction and mentoring through its state-of-the-art model manufacturing facilities and analytical laboratories.

We will strengthen our relationships with K-12 programs and the North Carolina community college system to expand opportunities for students from all backgrounds. We will foster our textiles industry, government and non-profit partnerships to provide even stronger enriching experiences for our students, staff and faculty and the citizens of North Carolina. Our partners will help us provide additional resources to enhance our impact on economic vitality, improve our understanding of diverse cultures and engage in impactful service learning. Leveraging these partnerships will enable us to continuously modernize our programs and infrastructure, empower our staff and faculty to improve our operational effectiveness and ultimately enhance our impact on society. A key support partner for the College is the North Carolina Textile Foundation.

Since 1942, the North Carolina Textile Foundation has been a key partner in building infrastructure, attracting outstanding students and the world’s best personnel by providing scholarships, fellowships, professorships and other critical support directly to the College with a record endowment of more than $43 million. Also, our advisory boards are comprised of leaders from all sectors of the textiles industry. They help us continuously innovate in education, discovery and professional engagement. The hundreds of partnerships and thousands of engaged alumni will provide the remarkable foundation upon which we will grow ever stronger through an historic and unprecedented fundraising campaign.
COT STRATEGIES & ACTIONS:

Strengthen relationships with alumni and friends in supporting students, faculty, staff and partners.

- Strengthen the partnership between the North Carolina Textile Foundation, the College and the University to ensure we meet the fundraising campaign goals and the needs of our students, faculty and infrastructure
- Expand the support base locally, regionally and globally (volunteers, financially)
- Increase the number of development staff

Strengthen our local and global network of public-private partnerships.

- Host local, regional and international textile events
- Engage external advisory boards with representation throughout the global textile enterprise
- Enable impactful scholarly faculty leave
- Expand the visiting scholar program

Increase textiles industry competitiveness in North Carolina and the nation.

- Increase career opportunities for our students by assisting the state in recruiting textiles companies to North Carolina
- Grow workforce development services, including on-campus, global online and in-plant professional training
- Sustain student engagement in the textiles enterprise via Zeis Textiles Extension laboratory training and industry-sponsored projects
- Increase entrepreneurship of our students and stakeholders by providing support services to textile-based start-up companies in North Carolina and beyond
- Grow our textiles lean manufacturing and quality programs

Metrics:

- Number and value of TSAs and FSAs completed
- Number of NC, national and global industry, academia and government partnerships
- Number of faculty on scholarly leave
- Number of entrepreneurs, spin-off companies of recent alums and partners
- Number of textile and related companies trained in Lean Six Sigma
- Number and revenues of on-campus professional education
- Number and revenues of global online and in-plant professional education
- Number of students completing internships and study abroad
- Number of students involved in service learning locally and globally
- Number of student and faculty speaking engagements at universities, companies abroad
- Number of companies contributing to educational experiences
- Number of regional and international workshops, conferences held at the COT
- Number of visiting scholars
- Percentage of community college transfers
- Percentage of summer camp students from rural, low socioeconomic and under-represented groups
- Percentage of summer camp students attending NC State and Textiles
- Average GPA of summer camp participants
- Number of high school, community college teachers trained
- Percentage of NCTF Directors on University and College advisory boards, search committees
- Number of alumni involved in the College as volunteers and donors and engaged in events
- Amount donated (cash and in-kind)
- Surveys: percentage of students, faculty and partners satisfied with international and public-private partnership engagement
Polymer Camp is a two-day summer workshop for high-school students interested in physical sciences and engineering. Attendees participate in hands-on laboratories and interactive sessions.

**GOAL FIVE**

*Form targeted partnerships with K-12 and North Carolina community colleges.*

- Strengthen the Summer Textile Exploration Program and summer camps to increase student diversity and quality
- Establish high school teacher and community college instructor workshops in fiber, textile and apparel fundamentals
- Increase student access and diversity, including by facilitating community college student transfers

*Support growth in cultural competence of our students, staff, faculty and partners.*

- Support students, staff and faculty to present at local, national and international conferences, symposia and trade shows
- Mentor and support student groups in local and global service learning activities
- Expand enriching study and work abroad experiences
- Engage international partners to enhance global engagement and outside-of-class civic assignments to existing courses
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