

NORTH CAROLINA BLUEPRINT FOR GLOBAL ENGAGEMENT 2020

Developed by Go Global NC and the N.C. Coalition for Global Competitiveness



THANK YOU

to the members of the N.C. Coalition for
Global Competitiveness

Your leadership paves our state's future

Haya Ajjan, Elon University - School of Business

Mike Arnold, NC Department of the Secretary of State

Al Austin, NC Department of Transportation

Robert Azar, Global Medical Technologies, Inc. and Asia
Strategic Advisors LLC

Leslie Boney, Institute for Emerging Issues

Katie Bowler Young, UNC Global

Jonathan Brewster, NC Japan Center

Keith Burns, Nexsen Pruet

Michael Bustle, NCSU Global Training Initiative

Peter Coclanis, UNC Global Research Institute

Bob Collins, NC Department of Commerce

Geoff Coltrane, Office of NC Governor Roy Cooper

Ryan Combs, Research Triangle Regional Partnership

Scott Daugherty, SBTDC

Jean Davis, Go Global NC, Board Chair

Chris Domeny, Consular Corps of North Carolina

Charles Edwards, UNC Chapel Hill

Jim Fain, Reid Street Consulting

Tim Gabel, RTI International

Esteban Guzmán Yarza, Guzman Yarza Foreign Legal Consultant

Bill Harazin, Harazin Law

Charles Hayes, Hayes Group Consulting

Meredith Henderson, Go Global NC

Kathleen Henry, Wake County Economic Development

Cecilia Holden, MyFutureNC

David Howard, NC Department of Transportation

Carla Ivey, Go Global NC

Lex Janes, NC Department of Commerce

David King, Former Deputy Secretary of the NC Dept of
Transportation

Julia Kruse, UNC Kenan-Flagler Global Business Center

Charlé LaMonica, UNC World View

Todd LoFrese, Participate Learning

John Loyack, Economic Development Partnership of NC

Clodagh Lyons-Bastian, Unaffiliated

Elaine Marshall, NC Secretary of State

Matthew Meyer, NC Community College System

Rick Minor, Unaffiliated

Jim Nichols, O'Brien Atkins

Olalah Njenga, YellowWood Group

Rachel Page, Go Global NC

Steve Posson, NC World Trade Association

Frances Selema, U.S. Commercial Service

Emma Shelby, Western Governors University

Nick Tennyson, Former NC Secretary of Transportation

Jennifer Thomas, NC Department of Commerce

Cindy Thompson, Boundless Impact

Peter Thornton, NC Department of Agriculture and
Consumer Services

Jeremy Tolbert, US Global Leadership Coalition

Jacob Traverse, Unaffiliated

Katherine Turner, Global Citizen LLC; UNC Gillings
School of Global Public Health

Tom White, NCSU Economic Development Partnership

Tricia Willoughby, Former Member of the NC Board of
Education

Lisa Yanke, Go Global NC

Steve Yost, North Carolina's Southeast

Karen Johns, Unaffiliated



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EXECUTIVE SUMMARY

North Carolina is global. North Carolina is connected to the world, and the world is connected to North Carolina. More than 250,000 North Carolinians go to work each day in foreign-owned companies. The value of goods exported from North Carolina reached a record \$34.35 billion in 2019, an increase of nearly 5% over 2018. Nearly 19,700 international students attend North Carolina's colleges and universities, contributing \$508.3 million to the state's economy. More than 767,600 foreign-born residents live in North Carolina.

To prosper and thrive in a complex, dynamic world, North Carolina needs:

PEOPLE

who are well educated, resilient, adaptable, and globally connected

STRATEGY

that is globally focused, intentional, and collaborative

ACTION

that promotes global opportunity inside and outside North Carolina

The N.C. Blueprint for Global Engagement 2020 ("Blueprint 2020") serves as the road map for enhancing North Carolina's well-established global engagement efforts. It describes a refined framework that undergirds a coordinated intentionality for statewide global engagement across sectors.

Successful global engagement requires the support of leaders from education (P-20, including public, private and community colleges); business; state, county, and local government; and the community, including non-profits, who all play a critical role in advancing global engagement in North Carolina. Leaders across all sectors must collaborate to execute the activities and implement the strategy outlined in this document.

“North Carolina will prosper or stagnate depending on the degree to which we understand and act upon both the under-appreciated extent of our current dependence on the global economy and the extent to which we continue to improve our globally competitive position relative to other states and regions.”

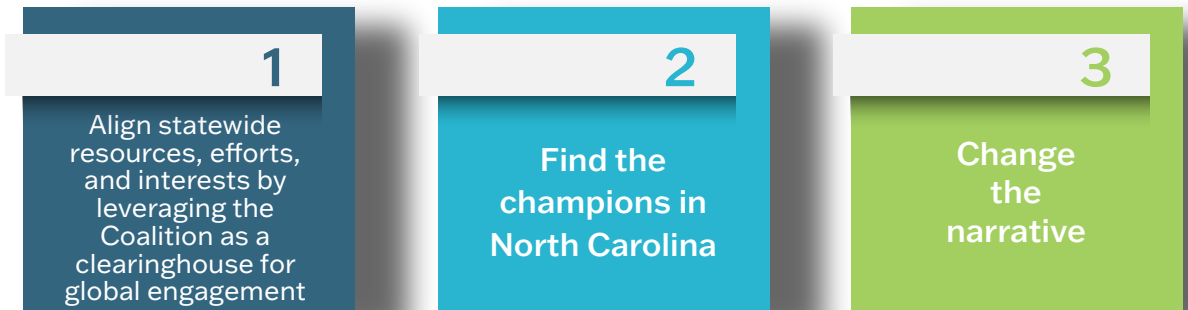
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EXECUTIVE SUMMARY

The N.C. Blueprint for Global Engagement 2020 sets the stage for a common language, a coordinated approach, and a way to work together to make “1 + 1 = 3.” The Blueprint 2020 establishes a framework of five strategic areas that collectively illuminate a path for statewide engagement. This framework emerged from countless hours of insightful discussion and reflection with global experts and leaders on the critical elements necessary for strategic impact.



To ensure that North Carolinians are prepared to address our future needs and to optimize our global potential, we have identified and prioritized the following recommendations:

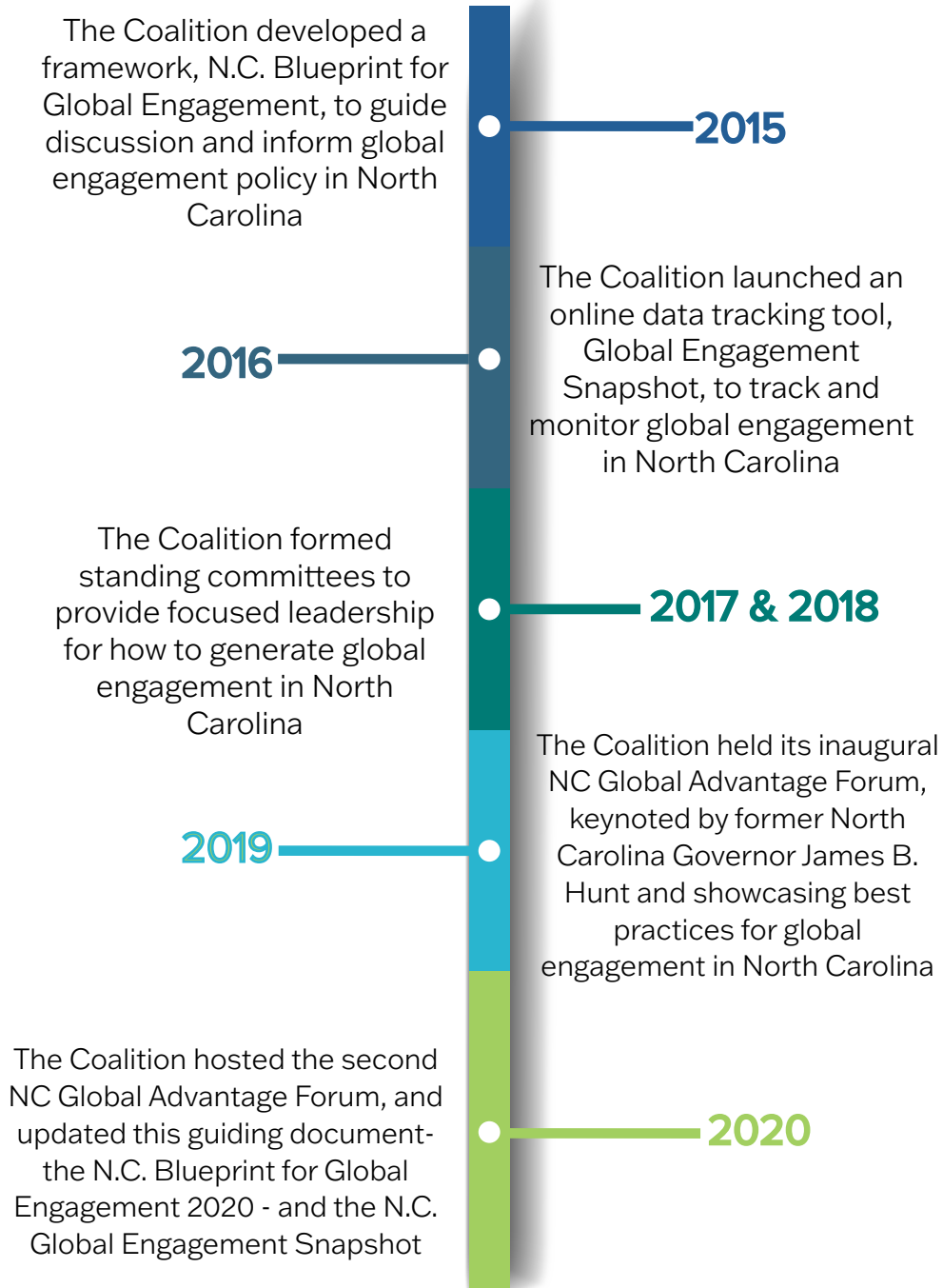


What is the N.C. Coalition for Global Competitiveness?

The N.C. Coalition for Global Competitiveness (“Coalition”) is a partnership of leaders from a variety of industries across the state, dedicated to ensuring that North Carolina is known as a global leader and a great place to invest, work, study, visit, partner, and live. The purpose of the Coalition is to foster thought leadership and serve as a catalyst for our statewide vision for global engagement. The Coalition is focused on optimizing North Carolina’s global engagement through a comprehensive, collaborative approach, including foreign direct investment (FDI), trade and workforce development to generate jobs and opportunities, and creating an environment for success in the global economy.

Optimizing economic well-being and quality of life for all North Carolinians depends on effectively engaging the rest of the world. The Coalition created the N.C. Blueprint for Global Engagement, a road map to guide the state’s progress toward increased global engagement, and N.C.’s Global Engagement Snapshot, an online tool to track the state’s global engagement progress. North Carolina is the first state to develop a detailed plan to guide progress toward global engagement across all sectors – education, business, government, and community.

Building Momentum



North Carolina is global

Local is Global

and Global is Local

More than
250,000
North Carolinians
go to work each day
in foreign-owned
companies



In 2019, the value
of goods exported
from North
Carolina reached
a record
\$34.35 billion
a nearly 5% increase
over 2018¹

Nearly **19,700**
international students
attend North Carolina's
colleges and universities,
contributing **\$508.3**
million to the state's
economy



More than **767,600**
foreign-born residents
live in North Carolina

Go Global NC. (2020). North Carolina's Global Engagement Snapshot. Go Global NC.
Retrieved from: <https://goglobalnc.org/global-engagement/snapshot/>

Making the Case

To prosper and thrive in a complex, dynamic world, North Carolina needs:

“For North Carolina, global engagement must be a strategic imperative. We must amplify our efforts as we position the state’s post-pandemic economic strategy.”

People

1

who are well educated, resilient, adaptable, and globally connected

Strategy

2

that is globally focused and intentional

Action

3

that promotes global opportunity inside and outside North Carolina

The N.C. Blueprint for Global Engagement 2020 (“Blueprint 2020”) updates the original Blueprint 2015 and will continue to serve as the road map for elevating North Carolina’s global engagement efforts.

A first of its kind, the Blueprint offers a refined framework that creates a coordinated intentionality for statewide global engagement across sectors.

The Blueprint 2020 is a guiding document for leaders across the state to work together to make North Carolina the most globally engaged state in the nation.

Leaders from education (P-20, including public, private and community colleges), business, government (state, county, and local) and the community (including non-profits) all play a critical role in advancing global engagement in North Carolina.

Leaders across all sectors must collaborate to successfully execute the activities and implement the strategy outlined in this document.

The Blueprint serves as a touchstone to provide coordination and focus as we continue to live in an ever-connected global community and marketplace.

What is Global Engagement?

Global engagement is the process of strategically connecting and collaborating with other peoples and nations to increase knowledge of diverse cultures and expand economic, educational, social, or political relationships and opportunities.

The Blueprint 2020 is an important step toward elevating global engagement in North Carolina. It is both a road map and a commitment to a collaborative process geared toward optimizing our state's global potential in a complex and

“Global engagement and competence are essential to navigate our world.

From interdependent supply systems and trade, to climate and public health, our ability to share knowledge and cooperation not only benefits us economically, it is fundamental to our wellbeing. As COVID-19 has demonstrated this year, global information-sharing and goodwill are vitally important to keep us safe as individuals and find solutions as a global community.”

The N.C. Blueprint for Global Engagement 2020 sets the stage for a common language, a coordinated approach, and a way to work together to make “1 + 1 = 3.” The Blueprint 2020 framework is a set of five strategic areas that collectively illuminate a framework for statewide engagement. This framework emerged from countless hours of insightful discussion and reflection with global experts and leadership on the critical core elements necessary for strategic impact.

1

LEADERSHIP

Dedicated and focused leadership that is informed and actively supports global engagement is essential to achieving progress. “Leadership” includes individuals and organizations across all sectors and at all levels

2

**COMMUNICATIONS
AND PARTNERSHIPS**

We know North Carolina is an attractive place to do business, invest, study, visit, work, partner, and live. Effective internal and external communication and partnerships promoting this value proposition are essential to the success of the Coalition

3

**GLOBAL
INFRASTRUCTURE
AND LOGISTICS**

Global growth is all about access and movement. North Carolina must develop and maintain the infrastructure and logistics capabilities to support global opportunities, from broadband connectivity to supply and transportation systems

4

CROSS-CULTURAL COMPETENCE

Our communities are more diverse than ever. We work, study, and partner with colleagues from other cultures and countries. It is imperative for North Carolina to ensure residents appreciate those differences and are educated and prepared to succeed and thrive in a global community and marketplace

5

**GLOBAL ECONOMIC
DEVELOPMENT**

Quality of life is to a great extent defined by economic opportunities. In order to prosper in the global marketplace, we must make a concerted effort both inside and outside North Carolina to optimize global economic development

1

LEADERSHIP

Dedicated and focused leadership that is informed and actively supports global engagement is essential to achieving progress. Leadership includes individuals and organizations across all sectors and at all levels.

ACTIVITIES

- Encourage global awareness and competence of leaders in government, education, business, and communities. Offer a curriculum of training, international travel, and other exposures to develop and enhance their effectiveness. Build on existing offerings, and prompt new initiatives as indicated to achieve best-in-nation global leadership development.
- Prepare and encourage leaders to articulate the importance, and the state and local relevance, of global engagement to the state's citizenry in order to build grassroots support for initiatives that contribute to North Carolina's global success.
- Celebrate outstanding examples of individual and organizational leadership that promotes and models valuable global awareness, competence, and competitiveness at the organizational and leadership levels.
- Prepare Coalition members and other leaders in global engagement to seek out legislators and advocate for their support to increase the development of a globally competent citizenry.
- Develop, maintain, and publicize select resources and best practices online to support the development of globally competent leaders. Increase the resources and opportunities for the Coalition to transition from theoretical to task-oriented initiatives.
- Partner with other committees to craft the message and demonstrate the benefits and opportunities for global engagement in North Carolina.

INDICATORS

- 1.1 Number of NC Coalition for Global Competitiveness members
- 1.2 Number of endorsers/supporters for the N.C. Blueprint for Global Engagement
- 1.3 Number of leaders involved with the N.C. Blueprint for Global Engagement
- 1.4 Number of NC Coalition for Global Competitiveness meetings

2

ACTIVITIES

COMMUNICATIONS AND PARTNERSHIPS

We know North Carolina is an attractive place to do business, invest, study, visit, work, partner, and live. Effective internal and external communication and partnerships promoting this value proposition are essential to the success of the Coalition and efforts to increase global engagement.

- Promote Blueprint 2020 awareness and engagement through the development of outreach materials (e.g., bulletin, newsletters, social media, case studies, infographics, one pagers, etc.).
- Strengthen internal and external communications related to the Coalition's goals on statewide tactics for global engagement.
- Build partnerships and messaging around the Coalition's Blueprint 2020 and the NC Global Advantage Forum.
- Encourage diversity among Coalition members by sex, race, ethnicity, sector, and age.
- Highlight success stories of global engagement and leadership across North Carolina by hosting meetings at various sites, and sharing stories with Coalition members and through social media.
- Support fellow Coalition members' initiatives.
- Provide support for the NC Global Advantage Forum in program development, sponsorship, publicity, recruitment, and social media engagement.
- Share content through the Coalition LinkedIn group and recruit new members to the group.
- Manage branding for the Coalition.

INDICATORS

- 2.1 Number of N.C. Coalition for Global Competitiveness website visits
- 2.2 Number of attendees at the NC Global Advantage Forum
- 2.3 Number of members of the Coalition LinkedIn group
- 2.4 Number of stories shared through the Coalition LinkedIn group
- 2.5 UNC System: global awards and subcontracts

GLOBAL INFRASTRUCTURE AND LOGISTICS

Global growth is all about access and movement. North Carolina must develop and maintain the infrastructure and logistics capabilities to support global opportunities, from broadband connectivity to supply and transportation systems.

- Build and support the narrative of how North Carolina will be competitive in policies that foster technological research, development, and innovation.
- Advocate for transportation (aviation, ports, highway, and rail) and broadband infrastructure, which support foreign direct investment and exporting success, with special emphasis on supporting sectors that give the state a comparative advantage.
- Encourage planning and coordination between infrastructure/logistics and economic development programming, including private sector logistics capabilities to support international business.
- Utilize, invest in, and grow the logistics and research capacity of public and private higher education, including Historically Black Colleges and Universities (HBCUs).
- Utilize, develop, invest in, and grow community college curricula to train a workforce skilled in transportation and logistics occupations.
- Support efforts to minimize infrastructure costs including energy to support international commerce.
- Encourage efforts to ensure alignment with global objectives and target geographies with North Carolina flight patterns and international connections.
- Develop and advocate for changes to statewide leadership based on data and case studies.
- Generate awareness and support for targeted strategic investment priorities for infrastructure and logistics.

- 3.1 Number of international passengers departing from North Carolina airports
- 3.2 Number of international passengers arriving at North Carolina airports
- 3.3 Number of non-stop international destinations from North Carolina airports
- 3.4 Households with broadband internet access (%)
- 3.5 K-12 school median total broadband usage (MBPS)
- 3.6 K-12 school median broadband usage per student (KBPS)
- 3.7 K-12 school median broadband usage per student peak day (KBPS)
- 3.8 Value amount of North Carolina exports by county of port
- 3.9 Value amount of North Carolina imports by county of port
- 3.10 International freight flows, by commodity and tonnage and value, to/from North Carolina
- 3.11 Internal (US domestic) flows which are related to international export and import traffic

4

ACTIVITIES

CROSS-CULTURAL COMPETENCE

Our communities are more diverse than ever. We work, study, and partner with colleagues from other cultures and countries. It is imperative for North Carolina to ensure that residents are educated and prepared to succeed and thrive in a global community and marketplace.

- Create, deliver, and present resources and support for leaders (e.g., county, municipal, education, faith, business) to be advocates for global engagement and employment opportunities, in rural, suburban and urban areas.
- Collaborate with other organizations working to promote discussion on equity, inclusion, and diversity.
- Expand opportunities for North Carolina residents to experience art and culture from multiple peoples and countries.
- Encourage schools and universities to expand and promote bidirectional cultural exchange programs, study abroad experiences, and opportunities to 'go global' from home, without the cost/risk of travel.
- Develop and support a portfolio of programs to methodically ensure global awareness and competence for global engagement, including second language and cross-cultural awareness in early education, secondary education, vocational training, and lifelong learning offerings.
- Promote opportunities for trainings and toolkits to educate North Carolina companies, communities, military, and students how to do business and market themselves internationally.

INDICATORS

- 4.1 Number of international students at higher education institutions
- 4.2 Number of North Carolina study abroad students from higher education
- 4.3 Number of K-12 students enrolled in world languages
- 4.4 Number of students enrolled in advanced placement foreign languages
- 4.5 Number of K-12 students enrolled in ESL
- 4.6 Number of community college students enrolled in ESL
- 4.7 Number of schools globally badged/certified
- 4.8 Number of districts globally badged/certified
- 4.9 Number of sister city relationships
- 4.10 Number and country of origin for UNC System international students by academic level
- 4.11 Number of UNC System students who participate in study abroad or exchange programs
- 4.12 Financial contribution of international students
- 4.13 Number of immersion language programs in public schools (K-12)

GLOBAL ECONOMIC DEVELOPMENT

Quality of life is to a great extent defined by economic opportunities. In order to prosper in the global marketplace, we must make a concerted effort both inside and outside North Carolina to optimize global economic development.

- Work with leadership, the business community, and residents to create a narrative and understanding that global engagement equals economic growth recovery through a series of 2-5 minute videos with short stories about economic success (e.g., NC Ports, textile industry).
- Support and invest in state, regional, and local economic development agencies in order to maximize North Carolina's trade and foreign direct investment potential; achieve and sustain job growth; and increase the export of goods, agricultural commodities, and services.
- Encourage and support coordinated export readiness/assistance programs for exporters, with special emphasis on small and medium-sized enterprises.
- Invest in and increase - when market potential justifies - the state's trade, investment, and tourism corps and offshore representative offices.
- Place special emphasis on developing global commerce opportunities that align with the business, economic, and tourism strengths of rural areas of the state.
- Partner with overseas personnel/operations of North Carolina companies to educate students at state institutions and build foreign university relationships to develop potential trade, investment, and entrepreneurial opportunities.
- Optimize trade and investment potential through partnerships with the U.S. Commercial Service, district export councils, and the North Carolina consular corps.
- Grow tourism revenue, support international flights, and promote awareness and appreciation of North Carolina's quality of life, leveraging North Carolina's business and other international relationships.

- 5.1 Value of total exports of merchandise from North Carolina
- 5.2 Number of companies exporting internationally from North Carolina
- 5.3 North Carolina's top 5 export industries
- 5.4 US jobs supported by goods exports from North Carolina
- 5.5 Number of certified international documents authenticated by NC Department of the Secretary of State
- 5.6 North Carolina's rank among US states for employment by foreign investors
- 5.7 Foreign direct investment (FDI) in North Carolina
- 5.8 Number of tourism supported businesses
- 5.9 Value amount spent in North Carolina tourism
- 5.10 Foreign direct investment (FDI) employment in North Carolina
- 5.11 Number of private industry firms in North Carolina
- 5.12 Value of agricultural exports from North Carolina
- 5.13 Number of global employers who have operations in North Carolina
- 5.14 Number of companies headquartered in North Carolina with a foreign parent
- 5.15 Top 25 North Carolina Export Countries Based on 2015 Dollar Value
- 5.16 Top countries investing in North Carolina
- 5.17 Jobs added by top investing countries in North Carolina
- 5.18 Top foreign direct investment (FDI) industries in North Carolina
- 5.19 Number of employed science, engineering, health labor doctorates in North Carolina
- 5.20 Total research and development spending patterns in North Carolina

In 2020, North Carolina and the world experienced an unprecedented change in almost every aspect of life, from our economies to our classrooms. Due to COVID-19, people, businesses, and governments the world over have been forced to reevaluate everyday norms and the status quo. Finding and fostering effective, efficient, and sustainable solutions to these ongoing challenges is paramount to our state's success.

To ensure that North Carolinians are prepared for our future needs and demands, we have identified and prioritized the following recommendations to focus our work.

“North Carolina will prosper or stagnate depending on the degree to which we understand and act upon both the under-appreciated extent of our current dependence on the global economy and the extent to which we continue to improve our globally competitive position relative to other states and regions.”

1

Align statewide resources, efforts, and interests by leveraging the Coalition as a clearinghouse for global engagement

With so many moving pieces across the state, it can be challenging to keep up and stay abreast of all that is happening from day-to-day. Working with the support of statewide leadership, the Blueprint 2020 can move beyond vision to action. The Coalition will seek to align efforts and support from the Office of the Governor, Secretary of Commerce, Secretary of Transportation, Commissioner of Agriculture, Secretary of State, the Department of Public Instruction, NC Community College System, UNC System, and NC Independent Colleges and Universities as well as Economic Development Partnership of NC to increase awareness, coordination and effectiveness of global engagement resources, activities and initiatives.

2

Find the champions in North Carolina

We live in a state known for our firsts; we were first in flight, and had the first public university in the United States. We have leaders across the state representing North Carolina's finest and connecting with the world. The Coalition will seek out bipartisan champions to advocate for the Coalition, a more globally engaged North Carolina, and the resources needed to better articulate the benefits of global engagement to key North Carolina constituencies. Leadership matters.

3

Change the narrative

For too long, there has been widespread miscommunication and misinformation about global engagement. Global is local and local is global. By working with local and state elected officials and leaders, we can change the narrative by providing the scaffolding and tools to deliver messaging for global engagement. Global engagement and competitiveness is key to progress; in collaboration with leaders across the state, we can identify and articulate the opportunities and challenges and how to build a cohesive foundation for shared success.

“We live in an interconnected world. If we withdraw from, rather than embrace, that interconnectedness we will find ourselves on a slow slide toward non-competitiveness.”

Role of the NC Coalition for Global Competitiveness

The Coalition is a private and public sector partnership of leaders from a variety of industries from all over North Carolina that works to foster thought leadership and serves as a catalyst for a statewide vision for global engagement. The Coalition focuses on optimizing North Carolina’s global engagement through a comprehensive approach, including FDI, trade and workforce development to generate jobs and opportunities and create an environment for success in the global economy. The Coalition was founded in 2013, is chaired by former N.C. Secretary of Commerce Jim Fain, and coordinated by Go Global NC.

Role of Go Global NC

Go Global NC, part of the University of North Carolina System since 1979, designs and manages programs that build the capacity of policy leaders, educators, students,

and business and community leaders to enable North Carolina to succeed in a global economy and increasingly interdependent world. Go Global NC organized and convenes the Coalition. In collaboration with and on behalf of the Coalition, Go Global NC has guided and managed the creation of the NC Blueprint for Global Engagement and NC’s Global Engagement Snapshot, a road map and an online tool, to track the state’s path and progress toward global engagement. North Carolina is the first state to develop a roadmap for global engagement across all sectors – education, business, government, and community. Go Global NC also worked on behalf of the Coalition to develop and launch the NC Global Advantage Forum.

Role of North Carolina

There is a role for every North Carolinian in ensuring our state’s global success. Individuals, organizations, and regions will move forward on global engagement in different ways, based on their strengths, needs, and international relationships. The goal in releasing the Blueprint 2020 and NC’s Global Engagement Snapshot is to inspire collaboration. By providing a framework, the Coalition hopes that organizations and regions see their specific ideas and implementation plans aligning within this larger state strategy. North Carolina is stronger and in better position for global success when we are joined by a shared vision, agreed-upon metrics, and a focus on activities that support achieving our collective goals.

1. **GO GLOBAL NC** - Go Global NC, part of the UNC System since 1979, designs and manages programs that build the capacity of policy leaders, educators, students and business and community leaders to enable North Carolina and its citizens to succeed in a global economy and increasingly interdependent world. Go Global NC serves as a resource to both the UNC System's global initiatives and campuses, and to state and local government agencies. Its portfolio includes international education and domestic workshops and training, including its flagship Global Teachers, Latino Initiative, and Global Leaders programs; and coordination of one of the country's largest network of Chinese-language classrooms in public schools. Go Global NC also organized and convenes the NC Coalition for Global Competitiveness, a collaborative effort of government, academic and business leaders with a focus on international engagement and development. Go Global NC effectively leverages its limited state support in highly effective public-private programs and partnerships that serve and broadly impact North Carolinians. It matters and makes a difference.

2. **N.C. GLOBAL ENGAGEMENT SNAPSHOT** ("the Snapshot") is an online tool to benchmark and coordinate the efforts of North Carolina's leaders to maximize the state's global success, and updated in 2020 to align with the strategic areas outlined in the N.C. Blueprint for Global Engagement. The Snapshot is the first of its kind. It serves as a clearinghouse for global engagement data, allowing North Carolina to monitor and track its global engagement efforts on an ongoing basis.
<https://goglobalnc.org/global-engagement/snapshot/>

3. **A WORLD OF OPPORTUNITY: THE N.C. BLUEPRINT FOR GLOBAL ENGAGEMENT – 2015** The original "N.C. Blueprint for Global Engagement" was released in 2015. It was the first plan for a state's global engagement across various sectors, including business, government, and education. The first Blueprint focused on six strategic areas: leadership, global brand identity, global infrastructure and logistics, global economic development, cross cultural competence, and collaboration and research. Hundreds of North Carolina leaders in the field of global engagement provided their input to the Blueprint to ensure that it would meet the needs and goals of North Carolinians.
<https://goglobalnc.org/wordpress/wp-content/uploads/NC-Blueprint-for-Global-Engagement-2016v.3.8.30.16.pdf>

