Economic developers, university leaders, company executives, and other partners sat around the table in late 2019 to answer the question: How can North Carolina lead the global growth of life sciences? They noted several challenges. Our university research and entrepreneurial company ecosystem is strong, yet North Carolina has lost R&D. Our brand, while well, faces competition from other states and countries. And science pushes forward, creating new sectors at the points where previously unrelated disciplines converge.

Each of these recognitions led to tactics—actions that individual groups could take to seize an opportunity. The group saw common threads across a seemingly disparate list of projects. It wove those threads together to create the vision for North Carolina Life Sciences 2025 with four areas for action: bold infrastructure, talent, investment, market attraction.

These four overarching categories represent myriad opportunities for the state: gaps that we can fill; programs that we can develop; and strengths that we can build. These efforts are coordinated and sometimes facilitated by NCBiotech. However, this vision requires a full complement of participants statewide to realize its potential. Research laboratories and university infrastructure to create technology. Funding for companies to grow. Local partners to facilitate job creation. Government and education partners to train talent to fill those new jobs.

The North Carolina Life Sciences Alliance encompasses these partners and integrates their activities to further North Carolina’s global life sciences leadership.

Across the state, partners are contributing to the effort that makes North Carolina a global life sciences leader. Introducing the North Carolina Life Sciences Alliance to direct activities into 2025 and beyond.

North Carolina has established itself as a foundational player on the global life sciences stage. Through collaboration among publicly funded and private organizations, the state has acted deliberately to establish a scientifically and geographically broad cluster.

This diverse cluster includes commonly known strengths: a cluster with the most biological manufacturing employees of any U.S. state; a strong business environment and value proposition for recruiting and expanding companies; talent that fills jobs and drives company success.

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To keep growing, we need to double down in these areas over the next five years. Specific projects are listed online.

**Infrastructure** | [ncbiotech.org/ncls2025#infrastructure](ncbiotech.org/ncls2025#infrastructure)

North Carolina must pursue several paths to provide the unique, specialized facilities and services necessary to meet the growth needs of the life sciences industry.

- Reinforce North Carolina’s intellectual capital, the foundation of a technology-based economic development ecosystem.
- Expand the inventory of ready-to-use space for small, medium and large companies as they grow in or locate to the state.
- Execute targeted initiatives to shore up existing infrastructure, to meet needs for sector-specific facilities, and to realize opportunities in high-growth, emerging sectors.

**Talent** | [ncbiotech.org/ncls2025#talent](ncbiotech.org/ncls2025#talent)

This core competitive advantage for North Carolina is under increasing pressure from a strong job market, anticipated job growth, and changing job skill profiles.

- Grow programs focused on entrepreneurial leadership development
- Expand workforce availability at all levels to meet company needs across diverse sectors.
- Create unique programs to reach and train non-traditional candidates for high-paying life sciences jobs.

**Investment** | [ncbiotech.org/ncls2025#investment](ncbiotech.org/ncls2025#investment)

The state’s current cadre of entrepreneurial companies requires consistent investments to achieve commercial milestones. The goal is that they thrive in North Carolina.

- Strengthen existing and create new statewide public and private funding programs for entrepreneurial companies, for commercializing innovation, and to realize opportunity in high-growth emerging sectors.
- Raise profile of North Carolina and its small companies in key capital centers and with investors to accelerate investment and sustain brisk deal flow.

**Market Development and Attraction** | [ncbiotech.org/ncls2025#market](ncbiotech.org/ncls2025#market)

North Carolina’s life sciences assets place it among the top life sciences clusters in the world. Identifying gaps in the market and communicating North Carolina’s strengths and ability to fill those gaps will further develop the state’s life sciences leadership.

- Leverage North Carolina’s university research strengths and technology transfer ecosystem, ultimately attracting an R&D company to North Carolina.
- Identify and capture opportunities for rapid growth at points of convergence between two or more sectors.
- Sculpt and implement a marketing communications plan that recognizes the state’s diversity and energizes North Carolina’s brand as a top life sciences cluster.