

A Summary of 2011 Accomplishments and Achievements

UNC President Thomas W. Ross

The following summarizes key actions taken, major challenges faced, and selected achievements we have accomplished together during my first year as UNC President:

Personal University Orientation/Education

- Visited all 17 campuses and met with chancellors and their executive leadership teams, faculty, staff, and students. While extremely time-intensive, these visits were invaluable to my ability to clearly articulate the University's contributions to the state and to advocate effectively for campus budget needs during the 2011 General Assembly.
- Visited all UNC affiliates and met with their directors and leadership teams.
- Worked to get to know and build confidence and trust with members of the Board of Governors, elected leaders, UNC chancellors, and General Administration senior staff.
- Developed a plan for the orientation of new members of the Board of Governors.
- Worked to build trust and strong working relationships with leadership of the UNC Faculty Assembly and UNC Staff Assembly. Met several times over the course of the year with both groups to share information and answer questions on the budget and other issues of interest.

Building Strong Leadership Team

- Filled three critically important positions on my senior leadership team: Charlie Perusse as VP for Finance, Suzanne Ortega as Senior VP for Academic Affairs, and William Fleming as VP for Human Resources. I could not be more pleased with the outcome of these searches. Also created positions of Senior Advisor to the President (time-limited, Lyons Gray) and Vice President for International, Community, and Economic Engagement (Leslie Boney). Our Academic Affairs and Finance divisions have been restructured to improve efficiencies and increase organizational capacity, and critical vacancies have been filled in those areas and elsewhere in the organization.
- Recommended the election of two new chancellors (David Belcher at WCU and Gary Miller at UNCW). Both are off to strong starts and have been well received in their communities.
- On numerous occasions, met with our chancellors individually and as a group to build relationships, provide information about important issues, discuss legislative challenges and strategies, and offer advice and direction on specific matters.

Public Engagement/Relationship Building

- Gave numerous speeches across the state to reach key University constituencies: civic and professional groups, business and economic development groups, legislative gatherings, chambers of commerce, military and defense-based organizations, campus boards of visitors, foundation boards, etc. Have used these as opportunities to drive home the importance of UNC to the state both as an economic catalyst and as a public

good. Have highlighted the myriad ways UNC touches people and communities in every North Carolina county and have drawn from campus visits to tell real stories about real students to help humanize the impact of budget cuts, demonstrate the connection between research and teaching, and underscore the importance of the University to North Carolina's future.

- Held successful engagement sessions with North Carolina's Congressional Delegation.
- Met with key editorial boards across the state to discuss impact of budget cuts, UNC priorities, and importance of UNC to state's future.

Early Initiatives/Accomplishments/Challenges

- In partnership with the Board of Governors, chancellors, and General Administration staff, navigated through a challenging 2011 legislative session. Worked to educate new legislators, dispel inaccuracies and misconceptions, and mitigate cuts targeted to the University. Despite taking deep budget reductions (still far below previously contemplated levels), we were able to protect key priorities (including enrollment growth funding) and to secure passage of numerous efficiency measures proposed in our non-budget legislative agenda. Worked with Faculty Assembly and Staff Assembly to build understanding of and support for granting greater personnel authority to the Board of Governors.
- Developed and implemented a plan for University-wide allocation of a 15.6% cut to our state budget. Preemptive efforts to reduce budgets on the campuses and within GA and securing buy-in with faculty and staff were essential to managing reductions of this magnitude.
- Provided extensive assistance to campuses on the steps required to manage reductions in force necessitated by budget reductions. Also managed and implemented necessary layoff of staff within General Administration.
- In collaboration with campus leadership, conducted a thorough review of existing institutional peer groups for UNC campuses. Based on the findings of that study, the Board of Governors adopted new national peer groups for each campus that will be used for peer benchmarking on multiple measures.
- Building on the administrative efficiencies realized under President Bowles, turned focus to identifying ways to achieve greater operational efficiencies within our overall academic operations. Chancellor *Emeritus* Jim Woodward was asked to determine whether there was unnecessary duplication of academic degree programs within the University and to identify opportunities for greater academic collaborations within and among campuses, ways to use available technologies (including online programs) more effectively, and ways to more efficiently deliver academic and back-office support services. That report was shared with the Board of Governors in November and recommendations for potential next steps will be forthcoming in 2012.
- With the support of our teams in Research, Academic Affairs, and Advancement, UNC General Administration secured a number of external grants to help advance key University priorities. Representative examples include a \$7.7M federal Race to the Top

New Teacher Support grant, a \$2.3M federal grant to recruit teachers in high-need subject areas, more than \$3M in grants from the Oak Foundation and the GlaxoSmithKline Foundation to help our campuses address the needs of students who learn differently, and a \$3.8M federal College Access Challenge Grant.

- With strong support from our UNC FIT and Finance teams, our FY2010 audits of campuses and affiliates produced just one audit finding across the entire system.
- In response to NCAA violations on several UNC campuses, created a UNC Task Force on Athletics and Academics. That task force, chaired by ECU Chancellor Steve Ballard, was asked to 1) identify and prioritize institutional risks in intercollegiate athletics related to academic integrity and NCAA compliance; and 2) to review and propose best practices related to these risks, with special emphasis on academic support services and tutoring for student-athletes. The task force delivered its report in the fall. Athletic directors from across UNC met in December to discuss suggested modifications and recommendations for next steps will be forthcoming in 2012.
- REACH NC, a new statewide, comprehensive web portal to information on research expertise and capabilities at North Carolina's universities and research institutions, was launched in November. While REACH NC will make it easier for university faculty and staff to locate potential collaborators for research and other scholarly activities, it also will provide businesses, entrepreneurs, state and local government, community organizations, and citizens with unprecedented access to information on university-based expertise and assets.
- Continued to expand outreach to North Carolina's military community. Visited North Carolina military installations, met with the new chairman of the Joint Chiefs of Staff in Washington, signed a cooperative agreement with the National Guard, and participated in the NC Military Summit, among other activities. Established Defense Applications Group. Implemented key recommendations from the UNC SERVES report, including the establishment of a UNC-GA office at the US Army Special Operations Command/Special Warfare Center and School.
- Reorganized international engagement efforts, including the Center for International Understanding, and relocated these activities under a Vice President for International, Community and Economic Engagement, saving funds overall and better aligning our efforts in these areas. Launched StudyNorthCarolina, an international student recruitment portal designed to assist North Carolina colleges and universities in increasing enrollment of international students. Convened first-ever UNC Engagement Summit. Launched monthly email update (UNC@work) on UNC engagement activity. Updated data used to assess "Economic Impact of the University of North Carolina."
- Successfully completed transition of nine UNC campuses to a centralized shared-services payroll and began to explore other areas where a shared services approach may be appropriate and more cost effective.
- Developed UNC DataMart. This major initiative was begun in cooperation with the UNC FIT team, our IT and Human Resources divisions, the Office of State Personnel, and the Office of State Budget and Management. This new process will eliminate the need for

UNC campuses to make duplicative data entry into the obsolete state PMIS system and will improve access to data and efficiency across UNC.

- Worked with the campuses and the Board of Governors to develop a tuition and fee plan that enabled the campuses to fill the most important holes created by budget reductions. Allowed campuses to consider peer data and multi-year plans. Ultimately recommended (in February 2012) a two-year plan with a system-wide average increase of 8.8% in tuition and fees for 2012-13 and a 4.2% increase in tuition in 2013-14. [UNC-Chapel Hill and NCSU have committed that they will not seek further undergraduate tuition increases for the 2013-14 academic year.]
- As required by the legislature, oversaw a continuation review of UNC-TV needed to justify any future state funding in support of UNC-TV's operations. In conjunction with the review, conducted an operational audit of UNC-TV to determine whether there were operational efficiencies that could be identified. The continuation review has been forwarded to the General Assembly and recommended efficiencies have been implemented.
- Two major issues consumed a great deal of my time and the time of other General Administration staff, particularly during the second half of the year. Considerable time and effort was devoted to issues related to WakeMed's overture to purchase Rex Hospital and its assets from the UNC Health Care System. Also devoted considerable time to issues and inquiries related to the NCAA investigation of the football program at UNC-Chapel Hill, coupled with the Chancellor's decision to change the head football coach. In addition, there were several significant issues on other campuses that required substantial amounts of my time.
- Prepared and delivered my Inaugural Address, in which I outlined six areas of priority focus:
 - Renewed focus on academic success and accountability;
 - Exploring new ways of financing University programs and services, including but not limited to increased private fundraising;
 - Becoming more innovative and nimble;
 - Refining academic priorities;
 - Making adaptations necessary to serve students of varying ages, backgrounds, and educational pathways;
 - Unleashing our faculty's brainpower in more strategic, targeted fashion; and
 - Preparing students for lives of leadership and service to their communities.