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A SYSTEM OF HIGHER LEARNING

OUR TIME, OUR FUTURE
Strategic Directions 2013-2018

UNC Board of Governors | Strategic Directions Update

June 19, 2014

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A COMPACT WITH NORTH CAROLINA

The UNC Strategic Directions for 2013-2018 focus on five high-priority goals:

1. Setting degree attainment goals responsive to state needs

2. Strengthening academic quality

3. Serving the people of North Carolina

4. Maximizing efficiencies

5. Ensuring an accessible and financially stable university

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ACCOUNTABILITY

Committee on Strategic Planning monitors implementation

- Quarterly updates

- Plan modifications every 15 months

- Next five-year plan due in 2018

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IMPLEMENTATION HIGHLIGHTS

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IMPLEMENTATION

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- Work plans for tasks in place and tracked

- Quarterly dashboard includes all projects

- Plan was not fully funded

- Using existing resources where feasible

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DEGREE ATTAINMENT

Goal 1: Help NC reach attainment of 32% bachelor's-or-higher

- Workforce needs are hard to predict

- Better-educated = more globally competitive

Strategies

- College readiness for high school grads

- Graduation and retention rates

- Transfer, partway-home, veteran and military students

- Performance funding

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DEGREE ATTAINMENT
UNC SERVES

Improve access, retention and graduation rates for active-duty service members, veterans and their families
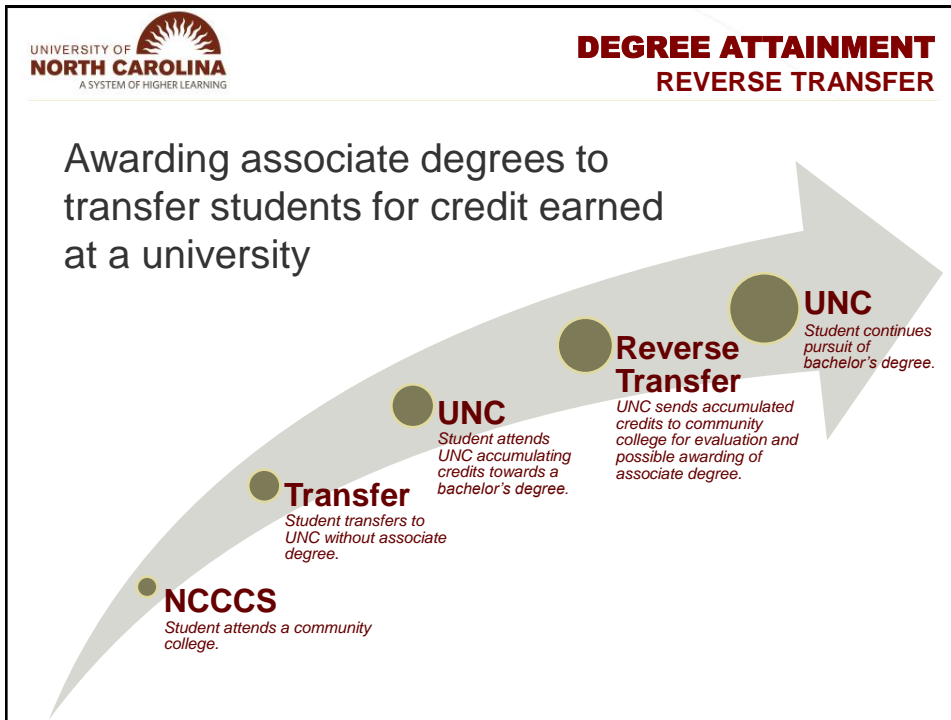
- UNC system presence on NC military bases (UNC Partnership for National Security Portal)
- University policy changes to improve access
- Strategic Communication Plan

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DEGREE ATTAINMENT
UNC SERVES

- Academic advising centers at Fort Bragg and Camp Lejeune

- Website for military and veterans

- Streamlined admission/transfer policies for military and veterans

- System-wide recruiting strategy for military-affiliated students

- NC Military Educational Positioning System

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DEGREE ATTAINMENT
COMPREHENSIVE ARTICULATION AGREEMENT

- Revised CAA approved February 21, 2014

- Over 350 UNC faculty and 70 community college faculty participated

- Over 120 community college courses in 16 disciplines reviewed

- 41 universal general education transfer component courses identified

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DEGREE ATTAINMENT
COMPREHENSIVE ARTICULATION AGREEMENT

Implementation on track for fall 2014

- Updates to Transfer Navigator
- Degree plans
- UNC-GA transfer website/communication campaign
- Process and schedule for ongoing evidence-based updating of CAA
- Process for sharing/reporting student data

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Slide 1

DEGREE ATTAINMENT
REVERSE TRANSFER

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Awarding associate degrees to
transfer students for credit earned
at a university

UNC
*Student continues
pursuit of
bachelor's degree.*

**Reverse
Transfer**
*UNC sends accumulated
credits to community
college for evaluation and
possible awarding of
associate degree.*

UNC
*Student attends
UNC accumulating
credits towards a
bachelor's degree.*

Transfer
*Student transfers to
UNC without associate
degree.*

NCCCS
*Student attends a community
college.*

Slide 2

DEGREE ATTAINMENT
EARLY WARNING SYSTEM

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- Pilots in 2013-14

- System roll-out fall 2014

- Alerts students/faculty when academic
  progress in jeopardy

- Help available

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DEGREE ATTAINMENT
COURSE REDESIGN

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- Identified courses with high enrollment <u>and</u> high dropout/failure rates

- Released RFP in summer 2013

- Funded 12 projects involving 32 courses and 72 faculty on 12 campuses

- Used technology and active learning strategies

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DEGREE ATTAINMENT
COURSE REDESIGN

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Challenges
- Access to technology
- Learning new technology (instructors and students)
- Student resistance to change from lecture format

Benefits
- Students more engaged and challenged
- Improved in-class test performance
- Increased faculty interest in teaching techniques

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DEGREE ATTAINMENT
COURSE REDESIGN

Next Steps

- Adjust based on lessons learned

- Track student outcomes (not just grades, but also subsequent performance)

- Convene groups of faculty to teach others how to redesign their own classes

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STRENGTHENING ACADEMIC QUALITY

Goal 2: Guarantee a rigorous education for all students

Strategies

- Core competencies, general education

- Student learning assessments

- E-learning, MOOCs

- Reduce hours to degree completion

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STRENGTHEN ACADEMIC QUALITY
ALUMNI SURVEY

Survey undergraduate and graduate alumni 1,5,10, and 20 years post-graduation

Focus

- Quality/value of education
- Employment
- Career mobility
- Civic engagement
- In field June 2014
- Results expected August 2014

SERVING THE PEOPLE OF NORTH CAROLINA

Goal 3: Serve the people

- North Carolina's economy in transition
- Aging population will strain health care system
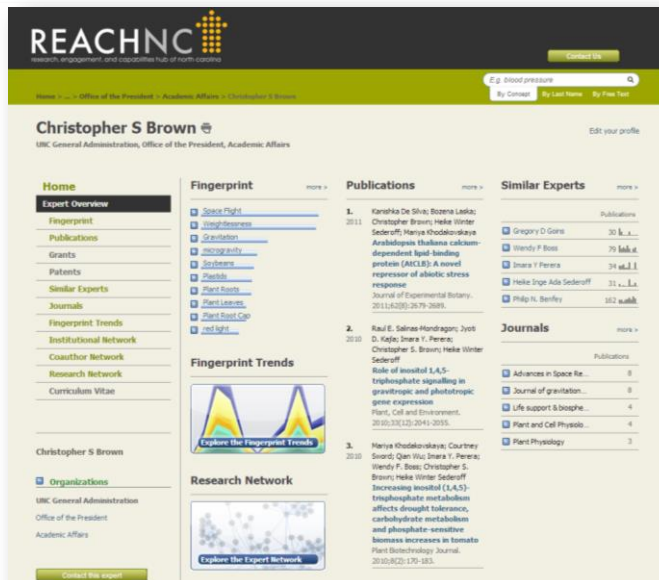
Strategies

- Investments in advanced manufacturing, data science, energy, marine science, pharmacoengineering, and defense and security
- Applied scholarship
- Heath care system changes

MAXIMIZING EFFICIENCIES

Goal 4: Efficient use of resources

- Policymakers focused on productivity

- Balance b/w system goals and campus missions

Strategies

- Centralize some back-office operations

- Possible program consolidation

- Carry-forward reform

- Better data collection and analysis

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MAXIMIZING EFFICIENCY

Shared Services

- Residency determination
- Purchasing
- Financial aid

Efficiency Metrics

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MAXIMIZING EFFICIENCY
STUDENT DATA MART

Better data faster, building capacity for strategic improvements.

Key Objectives

- Meet federal and state reporting requirements
- Provide analytical/business intelligence capacity
- Support overlapping project needs
- All campuses
- Phase I goes live fall 2015

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AN ACCESSIBLE AND FINANCIALLY STABLE UNIVERSITY

Goal 5: Keep UNC affordable, financially sound

- Growing public concern over affordability
- State budget uncertainty

Strategies

- Limit tuition increases, protect financial aid
- Fund CFNC
- Ramp up fundraising
- Repair and renovation fund

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ACCESS AND FINANCIAL STABILITY

- Improved fundraising capacity/results

- Carry-forward reform

- Next tuition plan

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RETURN ON INVESTMENT BY 2025

- 93,000 new degrees, making NC a top-ten most educated state
- $350 million in avoided enrollment growth costs
- $1.46 billion in economic activity
- $934 million in new grants and contracts
- 125 new companies with more than $500 million in revenues
- Nearly 23,000 new jobs

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NEXT STEPS

- Continue key project possible within available resources

- Waiting on final state budget

- Updated plan at August meeting

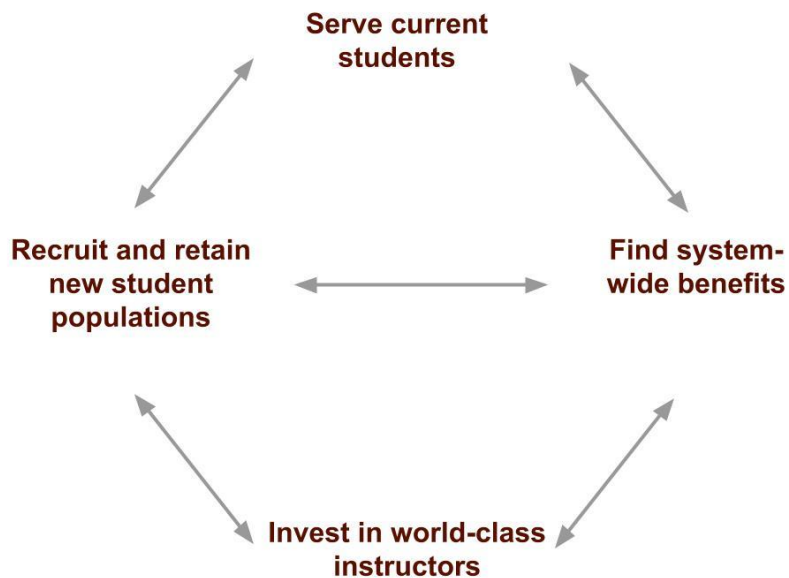**WWW.NORTHCAROLINA.EDU**

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Learning Technology and Innovation

UNC Board of Governors Update

June 19, 2014

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LEARNING TECHNOLOGY AND INNOVATION

Completed

- Online courses included in full-time tuition
- Launched ECON3001 MOOC

Under way

- Instructional Innovation Incubator (i3@UNC)
- Marketing partnerships to improve online program search and discovery
- New system-wide online Marketing Council
- UNC Online redesign

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LEARNING TECHNOLOGY AND INNOVATION

Under way

- Easier cross-registration in online courses through the Exchange
- Negotiating with multi-state online learning alliances
- Seeking grant funding to invest in shared content for "Universal 30" courses in collaboration with NCCCS
- Policy work with Education Cabinet Digital Learning Advisory Group

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LEARNING TECHNOLOGY AND INNOVATION

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Planning
- Flexible course and program options
- Second-chance admissions and shared waitlists
- Analytics-driven advising support
- System-wide blended learning R&D
- Four-year online BA/BS study

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LEARNING TECHNOLOGY AND INNOV.
i3@UNC

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- Competitive fellowship for tenured and tenure-track faculty across disciplines
- Embeds professional development in course development
- Facilitates peer learning with top technical support
- An incubator—not a grant

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LEARNING TECHNOLOGY AND INNOV.
COURSES ACROSS DISCIPLINES

- World Literature I
- Comprehensive Physical Science
- Chemistry and Society
- Residential Project Risk Management
- Social Welfare as an Institution
- Research Process/Research Skills
- Production and Operations Management

- Engaging with Social Media
- Women, Work, and Family in the Postwar U.S.
- Arts and Society
- Sound Recording and Music Production
- American Literature II
- Diversity in Early Childhood Education
- Crime Mapping and Crime Analysis

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