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# **UNC Board of Governors** Increasing the Focus on Strategic Priorities

May 26, 2016

The Boston Consulting Group

Share UNC stakeholder input on the Board of Governors

**Discuss planned approach to address observations** 

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# **UNC** stakeholder input on Board of Governors (I)

From interviews conducted 1Q 2016

Composition	<ul> <li>Many stakeholders, including Board members, have connected the large size with a confusion in role clarity, negative Board dynamic, and slowness to make decisions</li> </ul>
Board meeting processes	<ul> <li>Although 76% of the Board believes current frequency of meeting is appropriate, reception from other stakeholders has been mixed <ul> <li>Some GA staff and Chancellors voiced that the frequency of Board meetings prevented them from other high-value work</li> </ul> </li> <li>Board members expressed a desire to discuss high level policy and strategy more often in meetings—55% of Board members disagreed that the Board spends a sufficient proportion of time engaging on matters of key importance</li> <li>Board members often reported that they were given too much pre-read information with too little time to digest it</li> <li>Board members felt there was a need to improve agenda setting</li> </ul>

# **UNC** stakeholder input on Board of Governors (II)

From interviews conducted 1Q 2016

Committees & other sub- groups	<ul> <li>Mixed perspectives on the effectiveness of special committees and working groups <ul> <li>Board members reported that some special committees and working groups are too narrow, with purpose unclear</li> <li>17 total subgroups is a large number for a board of 32 to manage (7 standing committees, 7 special committees, 3 working groups)</li> </ul> </li> <li>Desire to better leverage system talent and higher education experts in Board and committee discussions</li> </ul>
Board education	<ul> <li>62% of Board members disagree that that there are adequate procedures for orienting new members</li> <li>Board members come from a diverse range of leadership roles and may not have public sector board experience</li> </ul>
Boards of Trustees	<ul> <li>Roles of Board of Trustees are unclear and highly variable across the system <ul> <li>"It is unclear to me how the Board of Trustees fits in with the Board of Governors"</li> </ul> </li> <li>Some Board of Governors members feel they do not receive adequate support from Boards of Trustees to vet and challenge institutional decisions</li> </ul>

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Share UNC stakeholder input on the Board of Governors

**Discuss planned approach to address observations** 

### Suggest addressing observations across two waves



#### Wave 1 (2016)

- Elevate strategic priorities to • enable the Board to 'major in the majors'
- Handle transactional activities as efficiently as possible through developing standard rotation of operational topics
- Align Board meetings with the most important issues and priorities
- Establish clarity on which committees and task forces should be overseen by the Board vs. the President THE BOSTON CONSULTING GROUP

Wave 2 (2017-18)

- Optimize and align the committee structure
- Adjust the meeting frequency, • cadence and agendas based on lessons learned from Wave 1 changes
- Leverage best practices to the • greatest extent possible

Future

State

Draft—for discussion only

# Specific committees on strategic priorities to be launched

#### Board Standing Committees to wear 'double-hat':

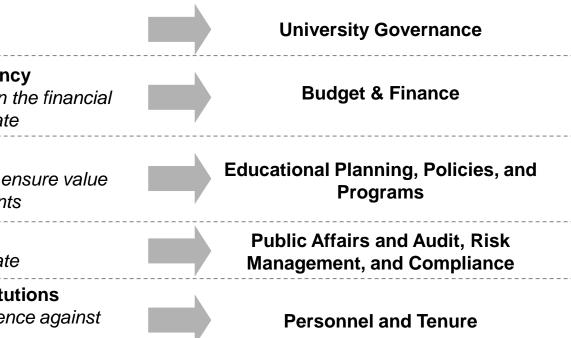
Access Opportunity for all

Affordability & Efficiency Ensure a UNC education is within the financial means of all in the state

Student Success Increase degree attainment and ensure value & relevance for students

> **Economic Impact** Contribution to the state

**Excellent & Diverse Institutions** Help institutions achieve excellence against their missions



The Strategic Planning Committee will oversee strategic priority committees, in coordination with the President

#### In addition to Board members, each strategic priority committee should include:

- 3 to 4 chancellors
- Higher education experts, as relevant

# **Strategic Planning Committee has a critical coordination role**

**Coordinate calendars across entire process** 

Monitor overall workplan

Establish templates to ensure consistent and thorough output across committees

Synthesize across committees

Monitor progress on strategic priorities

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# Start with a clear understanding of current state activities and performance – both institution-level and system-wide

- What is the state of play? What are the priorities? How will progress be assessed/reported?
- Avoid jumping straight to new strategies / solutions

#### Involve the Chancellors as co-owners vs. minor stakeholders who are consulted for input

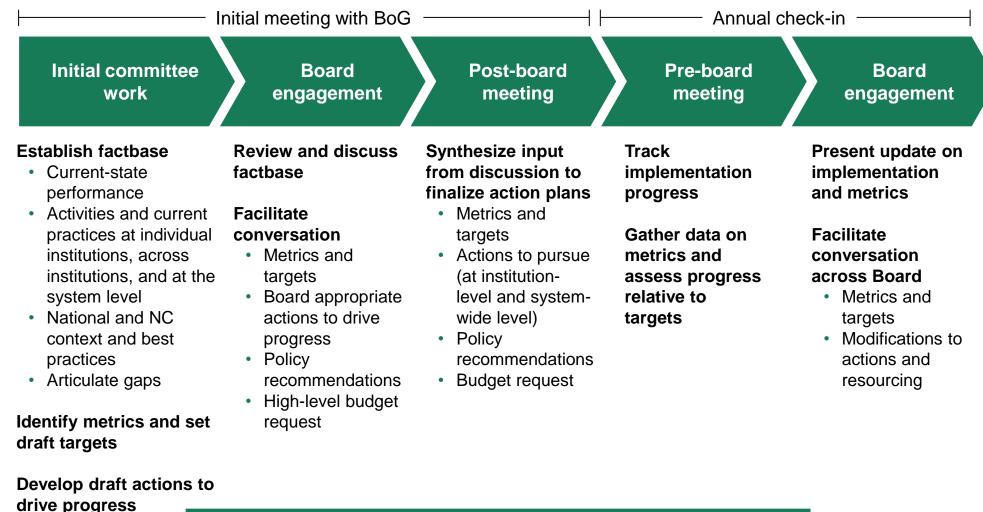
• E.g., ask Chancellors to provide team member(s) who will partner with GA to staff strategic priority committees

#### Once current state assessed, should consider what, if anything, should be done differently

- Consider not only what should be started but what current efforts should be stopped
- Be very clear about limited roles GA can and should play vs. what should be owned at institution level

#### Attention to these considerations will help maintain a balance between institutional ownership and a focused GA role

# Suggested cadence for strategic priority committees



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Strategic priorities should become a core ongoing focus of the Board, not simply a one-time exercise

# Recommend covering strategic priorities in board meetings handling operational items as much as possible in advance

# Handle operational items w/ phone meeting week before in-person meeting and place most items into consent agenda



Frees up additional capacity for strategic priorities

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