

## AGENDA ITEM

A-1. Consideration of Working Draft and Public Input ..... Walter Davenport

**Situation:** The Committee will finalize working draft of definitions, goals, and metrics for UNC's Strategic Plan and establish necessary targets.

**Background:** The Strategic Plan consists of five broad theme areas including: Access, Student Success, Affordability and Efficiency, Economic Impact and Community Engagement, and Excellent and Diverse Institutions. In October, after several months of committee work, draft definitions, goals, and metrics were developed.

For any strategic plan to be meaningful and successful, it is essential to understand the perspectives of as many individuals and constituencies as possible. To that end, stakeholders (faculty, staff, students, alumni, and community members) have had two opportunities to provide feedback on the draft definitions, goals, and metrics: 1) an online survey and 2) one of seventeen public forums held at each UNC institution. Faculty Assembly provided preliminary feedback on each of the five themes on November 2, 2016. President Spellings has also provided input on the draft goals.

On November 14, 2016, the Committee on Strategic Planning discussed a working draft of definitions, goals, and metrics for UNC's Strategic Plan which incorporated feedback the Board of Governors had received from the sources referenced above. The Committee reviewed the entire slate of goals to determine how those goals fit into an overall system-level plan. Where overlap or inconsistency was identified, the Vice Chair and the Committee adopted changes to the working draft. Recommendations from the Vice Chair and the Committee on Strategic Planning are included and should be considered in finalizing the definition, goals, metrics, and targets.

**Assessment:** The Committee is to review the section of the working draft of the Strategic Plan that is relevant to their theme and consider any additional modifications based on the recommendations of the Committee on Strategic Planning and any additional input from online survey and public forums, faculty assembly, and/or other stakeholders. The Committee should also aim to set targets for each goal. Because work is ongoing at this time, this item will be replaced with the working draft and associated materials prior to the meeting.

**Action:** This item is for discussion and consent.

**UNC Strategic Plan**  
**Working Draft of Definitions, Goals, and Metrics**

**Economic Impact & Community Engagement**

**Definition**

Universities have sustained impact on state and regional economies through the students they attract and teach, the research they perform, the innovation they encourage, the people they employ, the services they offer, and the partnerships they build with their communities and across the world. The University of North Carolina can enhance economic impact and community engagement by preparing graduates to be well-rounded citizens and lifelong learners to meet the state's long-term needs; improving quality of life; investing in foundational research; speeding the discovery, application, and translation of research; and deepening sustained partnerships that strengthen local communities and the state's economy.

**Draft Goal 1: Critical Workforces**

*Topical Area:* The University plays a critical role in addressing the economy's needs for lifelong learners by preparing students with skills applicable to growing fields and by preparing them for an economy that will require ongoing learning, adapting, and enhancement of skills and abilities.

*Goal:* While maintaining excellence in the delivery of a foundational liberal arts education, increase the number of high quality credentials awarded in health sciences, STEM, and K-12 education.

*Metric:* Increase the number of credentials (including, but not limited to: bachelor's, master's, doctoral degrees, and post-baccalaureate certificates) awarded in the fields of health sciences, STEM, and K-12 education by an aggregate of xx% by 2021-22.

**Draft Goal 2: Research Productivity**

*Topical Area:* Research and scholarship are integral to the University's threefold mission of teaching, research, and public service. Research-related activities are beneficial in a variety of ways, including discovering critical medical treatments, improving the quality of life for citizens of North Carolina and the world, and attracting top faculty to UNC institutions. Successful translation of research discoveries into marketable innovations, products, and services requires a strong foundation in fundamental and applied research.

*Goal:* Strive for continuous improvement in research and scholarship, collaboration with UNC institutions and outside entities, and effective commercialization of technologies.

*Metric:* Increase combined revenue from research and development sponsored program awards and licensing income by \$x million by 2021-22.

**Draft Goal 3: Community Engagement**

*Topical Area:* North Carolina communities face a host of challenges in finance, infrastructure, disaster recovery, and other areas. UNC institutions have expertise to offer in a variety of fields. Working together, communities and UNC can address issues facing their regions.

*Goal:* Increase investment of time and resources in strengthening North Carolina communities.

*Metric:* In consultation with UNC General Administration, the University's constituent institutions will each create an implementation plan (including focus area, proposed activities, metrics, and targets) to assist a North Carolina community in need (these include tier 1 or 2 counties or any local education authority that qualifies for a UNC lab school) by 20xx.

### **Economic Impact and Community Engagement**

1. The committee recommended that the educator preparation goal under Access be combined with the critical workforces goal under Economic Impact and Community Engagement (*the working draft reflects this recommendation*).
2. Committee members asked what “credentials” referred to in Goal 1, and suggested that the goal clarify that the term goes beyond bachelor’s degrees to include graduate degrees, certificates, and other types of credentials. Add phrase “including, but not limited to...” with examples (*the working draft reflects this recommendation*).
3. The committee discussed whether undergraduate research should be included in the goal focused on research productivity. Dr. Hopper of GA suggested that undergraduate research could be measured in Goal 1 under student success (“All Useful Learning”).