V. Strategic Directions

Strategic Directions for the Planning Period 2004-2009

The Board of Governors ~~has selected~~ endorses six interrelated strategic directions to pursue in the fulfillment of its mission during this planning period. These strategic directions <u>are unchanged from the ones approved by the Board in January 2002</u> ~~expand those presented in the previous long-range plan adopted by the Board of Governors in January 2000; however, they have been revised to reflect additional priorities established by the Board of Governors over the past two years.~~ when a new strategic direction—internationalization ~~has been~~ was added to reflect the University of North Carolina's commitment to prepare students for an increasingly global society. The order in which the strategic directions are presented does not represent prioritization by the Board. Each one is accompanied by implementation strategies, <u>which have been revised to reflect new priorities or new emphases</u>. For a summary of the progress made in realizing the strategic directions of the previous long-range plan, see Appendix A <u>and Appendix B</u>.

1. ***Access: Ensure affordability and access to higher education for all who qualify and embrace a vision of lifelong learning***

   a. Assist North Carolina in reaching its goal of closing the gap between the state and the national average with respect to the percent of residents who have earned a bachelor's degree or higher, with no significant differences between the educational attainment of majority and minority populations.

   b. ~~Continue to~~ Promote access, retention, and graduation of traditionally underrepresented segments of North Carolina's population. <u>In particular, actively prepare for the changing demographics of North Carolina's future high school graduates, by developing strategies to support the first generation college student across these diverse populations.</u> ~~implementing and monitoring the strategies outlined in the~~ <u>in accord with the</u> diversity plan adopted by the Board of Governors in 2001.

   c. Ensure ~~financial access~~ <u>affordability</u> ~~to~~ <u>for</u> North Carolina residents by keeping tuition and fees as low as practicable, while continuing to expand need-based financial aid resources for low-income students. <u>Promote a system of affordability benchmarks to measure the success of the State and the University in providing access to all North Carolina students.</u>

   d. Implement and monitor annually the 10-year enrollment plan adopted by the Board of Governors in response to the anticipated surge in enrollments, with special attention to efforts to increase enrollments at focused growth institutions. <u>Monitor participation and the size of the freshman class in relation to the number of high school graduates in North Carolina.</u>

   e. Maximize the capacity of UNC institutions to serve the anticipated enrollment growth as well as the need for lifelong learning through more efficient use of on-campus facilities, increased summer school enrollment, expanded use of off-campus instruction sites, new academic programs, and e-learning both <u>for non-traditional and campus-based students.</u>

   f. Provide a safe, secure, hospitable, and non-discriminatory environment for all who study and work in UNC institutions.

   g. Ensure the timely and cost effective construction and renovation of facilities to accommodate current students and anticipated enrollment growth.

   h. Facilitate educational access through the effective use of information technology to provide information on educational opportunities (e.g., CFNC and Pathways), to offer e-

learning courses and programs, to deliver academic and student services, to promote inter-institutional collaboration in course and program delivery, <u>and to foster joint degree programs between and among campuses.</u>

    i. Continue to promote collaboration with community colleges through initiatives such as the North Carolina Comprehensive Transfer Articulation Agreement, delivery of baccalaureate completion and graduate programs at community college sites, and enrollment planning.

    j. <u>Ensure that the Expected Family Contribution (EFC) for the neediest students is not exceeded even when state or campus-based increases are initiated</u>.

2. ***Intellectual Capital Formation: Through high quality and relevant graduate, professional, and undergraduate programs, develop an educated citizenry that will enable North Carolina to flourish***

    a. Develop strategies to assess and respond in a timely manner to the <u>citizen's and</u> the State's educational needs, including the need for lifelong learning for both career development and personal enrichment. <u>Continue to be responsive to the changing needs of business and industry in North Carolina, such as occurred with the biomanufacturing industry.</u>

    b. Ensure the quality of academic programs both on-campus and off-campus through regular review and assessment of degree programs and instruction and through assessment of the quality of and student access to academic resources and services (e.g., academic advising, ~~libraries,~~ laboratories, IT) and student support services (e.g., admissions, financial aid, registrar, retention, counseling) that promote student development, retention, and graduation.

    c. <u>Ensure appropriate and adequate library resources to support undergraduate and graduate programs, including distance learning, online degree programs, and collaborative programs.</u>

    d. Attract and retain exceptional faculty/scholars through nationally competitive compensation and benefits, ~~endowed chairs, start-up funds to initiate research programs and other~~ appropriate support for instructional and scholarly activities, <u>including start up funds to initiate research programs</u>, <u>effective policies and procedures reflecting best practices in faculty evaluation</u>, and recognition and rewards for outstanding ~~faculty~~ performance. <u>Continue to seek support for the endowed professorship program.</u>

    e. Continue to develop academic programs as well as collaborative strategies in support of critical areas of allied health, nursing, medicine, and related fields in response to the needs of the state for health care providers.

    f. Strengthen undergraduates' knowledge and academic skill development to improve their chances of being successful in the workplace and in postgraduate studies.

    g. Ensure that the facilities and campus environment necessary to support educational excellence are available through the implementation of the Board of Governors' capital plan. Carry out the bond program with efficiency and fiscal accountability and with attention to utilizing historically underrepresented businesses.

3. ***K-16 Education: Continue to propose and support initiatives to serve the needs of the State's public schools***

    a. Expand efforts in teacher preparation to increase the supply of well qualified and more diverse teachers to serve the rapidly growing needs of North Carolina's schools—using both traditional and innovative approaches, such as incentives to students, lateral entry

programs, mid-career opportunities, e-learning and collaborative 2+2 programs with NC Community Colleges, <u>while ensuring that the quality of teacher preparation is maintained at the highest possible level.</u>

b. Continue efforts to develop outstanding teacher and administrator preparation and development programs that include strong discipline content, pedagogy, and clinical training (i.e., integration of Arts and Sciences, accreditation of programs and assessments) to ensure high quality teachers, administrators, and other school personnel who can contribute to closing the achievement gap.

c. Expand our commitment to the development of comprehensive, high quality programs of continuing professional development of K-12 school personnel from their initial induction to retirement.

d. Strengthen partnerships with K-12 and community colleges in the development of programs, curriculum and instructional materials—including materials that advance the use of information technology—to ensure continuous improvement in the academic achievement of North Carolina's students, to promote student success in higher education, and to help close the achievement gap.

e. Support and strengthen both research and public service programs in the Center for School Leadership Development <u>and in UNC schools, colleges, and departments of education.</u>

f. Collaborate with the Department of Public Instruction to ensure that all public school students will have necessary courses available to meet the new minimum course requirements in mathematics that become effective in ~~2004 (second language requirement) and~~ 2006. ~~(mathematics requirement.)~~

4. ***Creation<u>,</u> ~~and~~ Transfer <u>and Application</u> of Knowledge: Expand the frontiers of knowledge through scholarship and research and stimulate economic development in North Carolina through basic and applied research, technology transfer, and <u>outreach and engagement</u> ~~public service activities~~***

   a. Promote basic and applied research for the discovery, ~~and~~ dissemination, <u>and application</u> of new knowledge as a fundamental mission of the University.

   b. <u>Provide strong leadership through collaborative and organizational initiatives throughout the University to stimulate economic development and job creation and retention, leading to an improved quality of life for all citizens (e.g., Millennial Campuses, SBTDC, business accelerators, campus regional development efforts).</u>

   c. <u>Strengthen</u> ~~Sustain~~ UNC research, ~~public service, and~~ knowledge transfer, <u>and outreach and engagement</u> ~~activities~~ that enrich the quality of life of North Carolina citizens through economic <u>and community</u> development, ~~community outreach programs,~~ and improved health, educational, and cultural resources.

   d. Continue to expand the external sponsorship of UNC research and other creative activities for students and faculty. Ensure that a supportive environment exists to promote scholarship in the humanities, social sciences and the arts.

   e. Facilitate collaborative research and partnerships with industry, government, and other entities to advance strategic priorities of great importance to North Carolina's economy, workforce, and quality of life (e.g., biosciences, ~~and genomics,~~ marine and environmental sciences, <u>nanotechnology, advanced manufacturing, and homeland security</u>). ~~engineering and materials science, information technology and optoelectronics).~~

f. Encourage <u>and facilitate</u> technology transfer and the commercialization of UNC's unique research discoveries <s>within a framework of policies and practices</s> consistent with the university's mission, <s>and</s> values, <u>and policies</u>.

g. Cooperate with industry and government sectors in adapting information technology for application to R&D, specifically to improve scientific collaborations and knowledge management practices as means to enhance economic development <u>(e.g., economic development portal).</u>

5. ***Internationalization: Promote an international perspective throughout the University community to prepare citizens to become leaders in a multi-ethnic and global society***

a. Support and expand student participation in international study and internships.

b. Expand the number of UNC-Exchange Program agreements that provide opportunities for UNC students to study abroad and for international students to study on UNC campuses.

c. Support the institutional agreements of the constituent institutions that provide for international study and exchanges of UNC students and international collaborative research by UNC faculty.

d. Use technology to expand opportunities to exchange knowledge and ideas, and to make academic programs available across national boundaries.

e. Use the resources of the University to expand the knowledge of North Carolina's citizens about the changing demographics of the state and the nation.

f. Expand and tap the intellectual resources of UNC faculty, staff, and alumni to establish constructive means by which people throughout the world may communicate to solve political, social, scientific and economic problems.

g. Expand the presence of international scholars on our campuses.

h. Support research initiatives that expand UNC's ability to interact with international scholars on initiatives that are of state, national, and international interest and that benefit North Carolina and its citizens.

i. Expand the curriculum to recognize the importance of courses and programs that expand students' knowledge of the world, including foreign language instruction.

j. Find innovative ways to support the public schools to expand international understanding and to implement UNC's 2004 Minimum Course Requirements for two years of a second language.

6. ***Transformation and Change: Use the power of information technology guided by IT strategy and more effective educational, administrative, and business practices to enable the University to respond to the competitive global environment of the 21st century***

a. Expand campus teaching and learning with technology (TLT) audiences beyond faculty to include librarians, instructional technologists, academic administrators, staff <u>members; continue expansion of the professional developmental portal; align TLT activities with e-learning strategies</u>. <s>, and students; expand the portal to a professional development portal, align TLT grants and workshops with e-learning strategies</s>.

b. Implement coordinated technology platforms and services for e-learning both off-campus and in traditional classrooms. Develop and market existing UNC e-learning programs and courses. Develop policies and standards for coordinated offerings.

c. Create a UNC-wide data warehouse to simplify UNC-wide data collection, improve data retention, and provide more efficient and effective reporting capabilities. ~~Plan the next generation of integrated administrative information systems.~~ Align support services with e-learning strategies.

d. <u>Implement integrated administrative information systems to support finance, human resources, financial aid, students and advancement applications with enhancements of web services for each area including prospective student portal functionality.</u> ~~Complete remaining web-enabled student services and implement the Prospective Student Portal~~.

e. Implement second phase of campus network build out. Expand campus network <u>security and</u> maintenance; enhance user support and training.

f. Develop an IT policy framework for acquiring, managing and implementing <u>efficient and effective</u> IT on UNC campuses. Expand and enhance inter-campus and inter-education sector networking.

g. Increase the capacity of the President's office to sponsor strategic initiatives in areas such as research computing, alumni and public relations, fundraising and development, and innovative web applications.

h. Streamline administrative processes through applications such as on-line purchasing and increase managerial flexibility in conducting the affairs of the University and its constituent institutions in areas of classification, acquisition of property, and technology.

i. Improve the ability of the Office of the President to collect, process, and analyze ~~university~~ UNC-wide data for accountability and assessment using new tools <u>to improve administrative efficiencies.</u> ~~such as the balanced scorecard to improve administrative efficiencies.~~

j. <u>Create an Office-of-the-President-wide inventory of data sets, technological tools, and skill sets that exist at the UNC Office of the President. Analyze this inventory for opportunities for data integration and executive decision support.</u>