

## DRAFT- Strategic Directions - DRAFT

### Strategic Directions for the Planning Period 2006-2011

The Board of Governors endorses ~~six~~ seven [*subject to action of Committee and Board*] interrelated strategic directions to pursue in the fulfillment of its mission during this planning period. ~~These strategic directions are unchanged from the ones approved by the Board~~ In January 2002 ~~when~~ a new strategic direction—internationalization—was added to reflect the University of North Carolina’s commitment to prepare students for an increasingly global society. A new strategic direction is added--economic transformation—to reflect the growing and essential contribution UNC makes to North Carolina’s economy. The order in which the strategic directions are presented does not represent prioritization by the Board; however, access is the Board’s highest priority. Each one is accompanied by implementation strategies, which have been revised to reflect new priorities or new emphases. For a summary of the progress made in realizing the strategic directions of the previous long-range plan, see Appendix A and Appendix B.

***1. Access and Student Success: Ensure affordability and access to higher education for all who qualify, and embrace a vision of lifelong learning, and promote student success.***

- ~~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. Promote and improve access, retention, and graduation levels with special attention to ~~of~~ traditionally underrepresented segments of North Carolina’s population. 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, in accord with the diversity plan adopted by the Board of Governors ~~in 2004~~.
- c. Ensure affordability for 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. Promote a system of affordability benchmarks to measure the success of the State and the University in providing access to all North Carolina students.
- d. Assist North Carolina in reaching its long-term 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.
- e. Offer e-learning courses and programs, to deliver academic and student services to students wherever they are, to promote inter-institutional collaboration in course and program delivery, and to foster joint degree programs between and among campuses. [*Former h split into two sections, and the second part moved to be the fourth item here and revised.*)]
- ~~f. Ensure affordability for 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. Promote a system of affordability benchmarks to measure the success of the State and the University in providing access to all North Carolina students.~~

- g. 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. Monitor participation and the size of the freshman class in relation to the number of high school graduates in North Carolina.
- h. 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 for non-traditional and campus-based students.
- i. Provide a safe, secure, hospitable, and non-discriminatory environment for all who study and work in UNC institutions.
- j. Ensure the timely and cost effective construction and renovation of facilities to accommodate current students and anticipated enrollment growth.
- k. Facilitate educational access through the effective use of information technology to provide information on educational opportunities (e.g., CFNC and Pathways), and support initiatives to complement the awareness of the need for college access with interventions programs (e.g., GEAR UP and TRIO).
- l. ~~Offer e-learning courses and programs, to deliver academic and student services, to promote inter institutional collaboration in course and program delivery, and to foster joint degree programs between and among campuses. [Former h split into two sections, and the second part move to be the fourth item.]~~
- m. Continue to promote collaboration with community colleges through initiatives such as the North Carolina Comprehensive Transfer Articulation Agreement; the Transfer Assured Admission Program, delivery of baccalaureate completion and graduate programs at community college sites, and enrollment planning.
- n. Ensure that the Expected Family Contribution (EFC) for the neediest students is not exceeded even when state or campus-based increases are initiated.

**2. *Intellectual Capital Formation: Through high quality and relevant undergraduate, graduate, and 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 citizen's and the State's educational needs, including the need for lifelong learning for both career development and personal enrichment. Continue to be responsive to the changing needs of business and industry in North Carolina, such as occurred with the biomanufacturing industry.
- 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, laboratories, IT) and student support services (e.g., admissions, financial aid, registrar, retention, counseling) that promote student development, retention, and graduation.

- c. Attract and retain exceptional faculty/scholars through nationally competitive compensation and benefits, appropriate support and faculty development for instructional and scholarly activities, including start up funds to initiate research programs, effective policies and procedures reflecting best practices in faculty evaluation and governance, and recognition and rewards for outstanding performance in all areas of University priority. Continue to seek ~~support for expansion of~~ the endowed professorship program. [*Moved up one place; changes other than movement are marked.*]
- d. Ensure appropriate and adequate library resources to support undergraduate and graduate programs, including distance learning, online ~~degree programs~~ and collaborative degree programs, and teaching, scholarship, creativity, and research
- e. ~~Attract and retain exceptional faculty/scholars through nationally competitive compensation and benefits, appropriate support for instructional and scholarly activities, including start up funds to initiate research programs, effective policies and procedures reflecting best practices in faculty evaluation, and recognition and rewards for outstanding performance. Continue to seek support for the endowed professorship program.~~
- f. 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.
- g. Strengthen undergraduates' knowledge and academic skill development to improve their chances of being successful in the workplace, ~~and~~ in postgraduate studies and as leaders in communities and society.
- h. Expand private fund raising to supplement the public sources of revenue for the University.
- i. 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, especially in high-need licensure areas, 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, while ensuring that the quality of teacher preparation is maintained at the highest possible level.

- 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 gaps and improving student achievement.
- 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, curricula 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~~ gaps in student achievement gap.
- e. Support and strengthen both research and public service programs in the UNC Center for School Leadership Development and in UNC schools, colleges, and departments of education.
- ~~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 2006.~~
- ~~g. Partner in the State’s initiatives to redesign and improve high schools in North Carolina.~~

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

- a. Promote creative activities and basic and applied research for the discovery, dissemination, and application of new knowledge as a fundamental mission of the University.
- ~~b. 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).~~
- ~~c. Strengthen UNC research, knowledge transfer, and outreach and engagement that enrich the quality of life of North Carolina citizens through economic and community development, 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 with ample resources exists to promote scholarship in the sciences, humanities, social sciences, and the arts.
- e. Establish strong collaborative relationships among UNC institutions to pursue more opportunities to jointly attract external funding for scholarly activities.

- f. 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, marine and environmental sciences, nanotechnology, advanced manufacturing, and homeland security).~~
- g. Encourage ~~and facilitate~~ technology transfer and the commercialization of UNC's unique research discoveries consistent with the University's mission, values, and policies.
- h. Engage industries, government, and communities statewide through public service and outreach programs such as the Area Health Education Centers, the health care system NC Cooperative Extension Service, Industrial Extension Service, the Arboretum and the campus-based centers and institutes to help put research-based knowledge to work.
- i. Support UNC TV's expanding outreach to stimulate life-long learning, to inform citizens about major public concerns, and to promote greater understanding of cultural, artistic, social, political, and economic issues in our State.
- j. ~~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 (e.g., economic development portal).~~

**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~~ by  
Expanding participation in the UNC-Exchange Program;  
Strategically expanding system-wide agreements that provide opportunities for UNC students to study abroad and for international students to study on UNC campuses;  
Supporting the institutional agreements of the constituent institutions that provide for international study and exchange by UNC students; and  
Increasing participation by student populations traditionally underrepresented in student exchange and study abroad.
- 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 UNC 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 the presence of international students and faculty on our campuses.
- g. ~~Expand and~~ Working with business, state and federal government, and international partners, tap the intellectual resources of UNC faculty, staff, and alumni to establish constructive means by which people throughout the world may communicate to solve address global political, social, scientific and economic ~~problems~~ issues with the potential to enhance North Carolina's global competitiveness.
- h. ~~Expand the presence of international scholars on our campuses.~~
- i. Support research initiatives that involve UNC and international students and faculty in addressing issues of state, expand UNC's ability to interact with international scholars on initiatives that are of state, national, and international interest and importance that benefit North Carolina and its citizens.
- j. ~~Expand the curriculum to recognize the importance of~~ courses and programs that expand enhance students' knowledge of the world, including foreign language instruction.
- k. Through North Carolina in the World and other programs, support the public schools in expanding international understanding among teachers and students.
- l. ~~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 Leveraging Information and Knowledge Management: Use the power of information technology guided by IT strategy~~ strategic IT planning for and more effective educational, administrative, and business practices to that will 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 members; continue expansion of the professional developmental portal; align TLT activities with e-learning strategies.
- 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. Align support services with e-learning strategies.
- e. Create a UNC-wide data warehouse to simplify UNC-wide data collection, improve data retention, and provide more efficient and effective reporting capabilities. ~~Align support services with e-learning strategies.~~
- d. Implement integrated, web-based administrative information systems to support finance, human resources, financial aid, ~~student and advancement and student services~~ applications ~~with enhancements of web services for each area~~ including prospective students and alumni portal functionality.
- e. Implement a more robust network and computing infrastructure ~~second phase of campus network build out. Expand campus network security and maintenance;~~ Enhance user

support and training. Expand and enhance inter-campus and inter-educational sector networking, distributed and grid computing, data storage, and information exchange.

- f. Identify and implement baseline standards for computer security and privacy which are consistent with or exceed industry best practices.
- ~~g.~~ Develop an IT management policy framework for acquiring, managing and implementing efficient and effective IT on UNC campuses. ~~Expand and enhance inter-campus and inter-education sector networking.~~ Streamline administrative processes through applications such as online purchasing and increasing managerial flexibility in conducting the affairs of the University and its constituent institutions in areas of classification and acquisition of property and technology.
- h. Increase the capacity of the ~~President's~~ Office of the President to sponsor strategic initiatives in areas such as research computing, alumni and public relations, fundraising and development, and innovative web applications and services.
- ~~i.~~ ~~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, and acquisition of property and technology.~~
- j. Improve the ability of the Office of the President to collect, process, and analyze UNC-wide data for accountability and assessment using new tools to improve administrative efficiencies, teaching and learning effectiveness, and the University's impact on the State's economy.
- ~~k.~~ ~~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.~~

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### **University of North Carolina Achieving the Strategic Directions**

Benchmarking the UNC Strategic Directions involves establishing a set of topics for determining whether the strategic directions are being achieved. For most of these topics some trend data will be available or can be developed. More specific measures will be established based on the availability of trend data. In some areas goals will be developed and agreed to. The direction of the trend data and the achievement of the goals will be assessed, and an ongoing review of the Strategic Directions and measures in light of the results and trends will take place. This is a developmental process to establish a framework for assessing the degree to which the Strategic Directions are being realized from year to year.

The first step is to establish a set of topic to be further specified and assessed for each Strategic Direction.

#### **1. Access**

Affordability

Participation of NC High School Graduates in UNC

Overall College-going Rate

UNC-going Rate of Diverse Groups

Achieving Enrollment Targets

Qualified Applicants to UNC find a Place in Higher Education

Provide an Assured and Efficient Transfer Process for Associate Degree Recipients

Retention Rates

Graduation Rates

Access to UNC Degree Programs Statewide

Educational Attainment of NC Citizens

#### **2. Intellectual Capital Formation**

Quality and Productivity of Academic Programs

Processes in Place to Identify Current and Emerging Needs for New or Revised Academic Programs

Graduates in High Need Areas such as Nursing, Teacher Education, Information Technology

Students Prepared to Meet the Expectation of Potential Employers or Programs of Advanced Study

Faculty Salary Studies for Competitiveness

Expansion of Endowed Professorships/ Private Fundraising

Facilities Adequate to Meet Enrollment Plan

Libraries that Meet the Needs of Students and Faculty

Bond Program Completion

### **3. K-16 Education**

Teacher Education Graduates and Completers of Alternative Programs

School Administrator Graduates and Participation in Leadership Development Programs

Professional Development for Teachers

Partnerships with Community Colleges in Teacher Preparation

Field and Classroom-based Research and Public Service Programs

Promotion of Diversity and Improvement in Student Achievement

### **4. Creation, Transfer, and Application of Knowledge**

Public and Private External Support of UNC Research

Collaboration in research initiatives within and without the University

Application of Research: Patents, copyright, licenses, royalties, start up companies, consultations with public and private entities

Outreach, extension and engagement

## **5. Internationalization**

Student participation in education abroad, including participation by groups underrepresented in study abroad and student exchange

System-wide and campus international partnerships

Use of technology in support of international education

International student and faculty presence on UNC campuses

Contributions of UNC faculty, staff and students in addressing global issues

Grants involving international focus or partners

Courses and degree programs with international focus

Outreach in international education to K-12 schools

## **6. Leveraging Information and Knowledge Management**

Supporting Teaching and Learning Through Technology

Sustaining Network and Computer Infrastructure

Maintaining Security and Privacy

Utilization of a UNC-wide Data Warehouse

Use of Technology in Support of Administrative Processes