

Priorities and Strategic Directions of the University of North Carolina

I. Priorities of the University of North Carolina

In January 2006 the President initiated a planning process with the Chancellors to arrive at ten to twelve priorities for the University of North Carolina. This process was initiated using the Strategic Directions approved by the Board of Governors in November 2005, but was open to the inclusion of other items. The preamble and twelve priorities are the result of this process.

Preamble

Provide access to the highest quality, internationally competitive education for all the citizens of North Carolina through sixteen intentionally distinctive constituent institutions;

Increase the knowledge base and competitive position of the State through extensive research and active engagement, including targeted workforce preparation, innovative economic development programs, and transfer of knowledge and technology, and,

Enrich the quality of life in North Carolina by providing opportunities for cultural activities, lifelong learning, and enhancement of citizenship.

Priorities

1. **Student Success and an Outstanding Faculty.** At the end of the process these two priorities were tied for the top rank. Since each is essential to a university they are the top two priorities.

Student Success: Access, Retention, Graduation, and Affordability. Promote and improve access, retention, and graduation levels, with special attention to traditionally underrepresented segments of North Carolina's population and the availability of distance education and online degree programs. 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.

An Outstanding Faculty. Attract and retain exceptional faculty/scholars through nationally competitive compensation and benefits, appropriate support and faculty development for instructional and scholarly activities (including startup 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.

3. **More and Better Teachers; Improved Schools.** 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 North Carolina Community Colleges)—while ensuring that the quality of teacher preparation is maintained at the highest

possible level. Continue efforts to develop outstanding administrator preparation and development programs. Provide support and leadership for improving K-12 schools.

4. Research. Promote creative activities and basic and applied research for the discovery, dissemination, and application of new knowledge as a fundamental mission of the University. 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.

5. Quality Academic Programs and Support Services. 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. Ensure appropriate and adequate library resources.

6. Regional and State-wide Economic Development. Respond to and monitor the economic needs and directions of the State, paying particular attention to the State's economic development regions. Facilitate collaborative research and partnerships with industry, government, and other entities to advance strategic priorities of great importance to North Carolina. Enhance communities' attractiveness to business and industry with a rich culture in the arts and humanities, good health care, and strong schools.

7. Adequate Facilities. Ensure the timely and cost-effective construction and renovation of facilities to accommodate current students and anticipated enrollment growth with efficiency, fiscal accountability, and attention to utilizing historically underrepresented businesses.

8. Health Care. Continue to develop academic programs as well as collaborative strategies in support of critical areas of allied health, nursing, medicine, dentistry, pharmacy, and related fields in response to the needs of the State for health care providers.

9. Information Technology. Use the power of information technology guided by strategic IT planning for more effective educational, administrative, and business practices that will enable the University to respond to the competitive global environment of the 21st Century.

10. Internationalization. Support and expand student and faculty participation and exchange in international study by strategically expanding agreements that provide opportunities for UNC students and faculty, including underrepresented groups, to study abroad and for international students to study on UNC campuses.

11. Partnership with Community Colleges. Strengthen partnerships with community colleges to ensure continuous improvement in the academic achievement of North Carolina's students, to promote student success in higher education, and to help close gaps in student achievement.

12. Private Fundraising. Expand private fundraising to supplement the public sources of revenue for the University.

II. Strategic Directions for the Planning Period 2006-2011

The Board of Governors endorses seven interrelated strategic directions to pursue in the fulfillment of its mission during this planning period. In January 2002 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 and Student Success is the Board’s highest priority. Each one is accompanied by implementation strategies, which have been revised to reflect new priorities or new emphases. The leadership of each campus is to align campus planning efforts to these Strategic Directions adopted by the Board of Governors. For a summary of the progress made in realizing the strategic directions of the previous long-range plan, see Appendix A and Appendix B.

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

- Promote and improve access, retention, and graduation levels with special attention to 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.
- 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.
- 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.
- 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.
- 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.
- 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.

- Provide a safe, secure, hospitable, and non-discriminatory environment for all who study and work in UNC institutions.
- Ensure the timely and cost effective construction and renovation of facilities to accommodate current students and anticipated enrollment growth.
- 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).
- 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 online, and enrollment planning.
- Ensure that the Expected Family Contribution (EFC) for the neediest students is not exceeded even when state or campus-based increases are initiated.

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

- 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.
- 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.
- 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 expansion of the endowed professorship program.
- Ensure appropriate and adequate library resources to support undergraduate and graduate programs, including distance learning, online and collaborative degree programs, and teaching, scholarship, creativity, and research.
- 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.
- Strengthen undergraduates' knowledge and academic skill development to improve their chances of being successful in the workplace, in postgraduate studies

- Expand private fund raising to supplement the public sources of revenue for the University.
- 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.

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

- 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.
- 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 achievement gaps and improving student achievement.
- 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.
- 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 gaps in student achievement.
- 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.
- Partner in the State's initiatives to redesign and improve high schools in North Carolina.

Creation, Transfer and Application of Knowledge: Expand the frontiers of knowledge through innovation and scholarly activities, basic and applied research, technology transfer, outreach, and public service activities.

- Promote creative activities and basic and applied research for the discovery, dissemination, and application of new knowledge as a fundamental mission of the University.
- 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.

- Establish strong collaborative relationships among UNC institutions to pursue more opportunities to jointly attract external funding for scholarly activities.
- Facilitate collaborative research and partnerships with industry, government, and other entities to advance strategic priorities of great importance to North Carolina.
- Encourage technology transfer and the commercialization of UNC's unique research discoveries consistent with the University's mission, values, and policies.
- 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.
- 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.

Economic Transformation: As fundamental to its mission, strengthen and extend the University's contribution to transforming the economy of North Carolina through basic and applied research, innovation and creativity, transfer of new knowledge, application of best practices, and high quality degree programs.

- Respond to and monitor the economic needs and directions of the state, paying particular attention to the differing needs of the state's economic development regions.
- Monitor the needs of established and emerging businesses in North Carolina. Track changing and emerging employment needs of the economy, especially in the knowledge-worker sector; develop the capacity to meet those needs.
- Expand the use of employment and economic development trends in the process for academic assessment and approval of new degree programs.
- Maximize flexibility in the offering of degree programs and continuing education by utilizing technology and creative scheduling to optimize access for those with work or family responsibilities, or geographical inaccessibility.
- Continue to enhance the University and community colleges' cooperative activities in service to the state and its citizens. Develop career paths for selected fields in response to individual and state needs.
- Cultivate the conditions for the emergence and success of start up companies in North Carolina by streamlining tech transfer processes; promoting incubators and business accelerators; recognizing and rewarding innovation; and establishing ways to quickly disseminate new knowledge, technologies, and innovations to benefit businesses large and small.

- Promote increased state support for basic and applied research especially in science and technology.
- Amplify activities and services throughout the State of Cooperative Extension, Industrial Extension, and the Small Business and Technology Development Centers to enhance business competitiveness.
- Support the continuing development of millennial campuses and industry partnerships throughout the University. Promote the development of unique facilities for applied technologies to serve the needs of small and entrepreneurial businesses.
- Promote and reward entrepreneurial and leadership activities and capabilities throughout the University.
- Identify additional segments or clusters of the economy for sustained, targeted cooperative projects similar to the developments in the biomanufacturing/pharmaceutical industry.
- Facilitate the provision of information about UNC for the State and regional recruiting processes for bringing or retaining business and industry.
- Foster close working relations with the military nationally and in North Carolina.
- Enhance communities' attractiveness to business and industry with a rich culture in the arts and humanities, good health care, and strong schools. The University has a special responsibility in each of these areas to serve the state and to expand and improve these resources in each area of the state.
- Cooperate with all segments of the North Carolina community both responding to leadership in other sectors and demonstrating leadership to transform the economy of North Carolina.

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

- Support and expand student participation in international study 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.
- Use technology to exchange knowledge and ideas and to make UNC academic programs available across national boundaries.

- 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
- Expand the presence of international students and faculty on our campuses.
- Working with business, state and federal government, and international partners, tap the intellectual resources of UNC faculty, staff, and alumni to address global political, social, scientific and economic issues with the potential to enhance North Carolina's global competitiveness.
- Support research initiatives that involve UNC and international students and faculty in addressing issues of state, national, and international importance that benefit North Carolina and its citizens.
- Expand courses and programs that enhance students' knowledge of the world, including foreign language instruction.
- Through North Carolina in the World and other programs, support the public schools in expanding international understanding among teachers and students.

Information and Knowledge Management: Use the power of information technology guided by strategic IT planning for more effective educational, administrative, and business practices that will enable the University to respond to the competitive global environment of the 21st century.

- 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.
- 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.
- Create a UNC-wide data warehouse to simplify UNC-wide data collection, improve data retention, and provide more efficient and effective reporting capabilities. Implement integrated, web-based administrative information systems to support finance, human resources, financial aid, advancement and student services applications including prospective students and alumni.
- Implement a more robust network and computing infrastructure. Enhance user support and training. Expand and enhance inter-campus and inter-educational sector networking, distributed and grid computing, data storage, and information exchange.
- Identify and implement baseline standards for computer security and privacy which are consistent with or exceed industry best practices.
- Develop an IT management policy framework for acquiring, managing and implementing efficient and effective IT on UNC campuses. 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.

- Increase the capacity of the 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.
- 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.

DRAFT

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 and Student Success

- 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 finding 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 and by Regions
- 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, Technology, and Business
- Students Prepared to Meet the Expectation of Potential Employers or Programs of Advanced Study
- Competitiveness of Faculty Salaries
- 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. 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

7. Economic Transformation

- Alignment of relevant UNC degree programs with the needs of business and industry in North Carolina.
- Flexibility in scheduling of UNC degree programs to accommodate the family, work, and geographical circumstance of students.

- Movement of new ideas, discoveries, inventions, and creations from the University to applications in the economy.
- Use of University resources and service units in support of economic and business development.
- Contribution of the University to the development of communities in the areas of governance, culture, recreation, healthcare, and schools all of which help attract business and industry.
- Availability of University resources and initiatives in each economic development region of the state.