

## **DRAFT**

### **Accountability Plan for the University of North Carolina**

The University of North Carolina is committed to developing a voluntary accountability plan that will allow the University and its constituent institutions to demonstrate their success in carrying out their missions in teaching, research, and service. The plan will also provide a transparent account of the goals, directions, and performance on a number of explicit performance measures. Those measures are organized into a framework of seven general categories that reflect the University's twelve priorities and seven strategic directions.

The framework is constituted by the following areas:

Student Success  
Outstanding Faculty  
Program Emphasis and Quality  
Economic and Community Development Impact of the University  
Adequacy, Utilization, and Safety of Facilities  
Effectiveness and Efficiency of Enabling Services for the Academic Mission  
Private Fundraising

Within each of the general categories a range of issues are identified for focus and analysis. A subset of those issues will be identified as performance measures for which campuses, based on trend data, peers, and campus planning and aspirations, will set performance goals in collaboration with the General Administration of UNC. All measures will be set in the context of the performance of peer institutions where that information is available. Some of the measures will be quantitative while others will identify the processes or plans that will need to be in place on each campus. Some will roll up to a University-level measure while others will be campus-based. These University measures are compatible with campuses having additional measures to address their particular circumstances, mission, and the needs of their region. Together they will allow the University to track its progress in serving the needs of the citizens of North Carolina and to provide a more transparent account of that progress to parents, students, citizens, legislators, communities, and business and industry in North Carolina.

**Proposed Accountability Performance Measures – Version 8**  
**(Proposed Core Measures are Underlined and in Red)**

***Student Success - undergraduates***

Access – high school graduates and community college graduates and transfers;  
on campus and online

Participation of high school graduates in UNC

Participation of community college graduates and transfers in UNC

Growth in online student credit hours by age cohort

Retention

Retention of freshmen to sophomore year

Graduation (including community college transfers)

Four and Six year graduation rates of first-time freshmen

Two and four year graduation rates of community college transfers

Affordability

Actual Cost: net cost by income levels

Unmet financial need

Debt Load

Net cost by income level

Unmet financial need

Debt load by year and cumulative

Financial aid provided by source and type

Closing the Achievement Gap for diversity groups at all levels  
[Part of analysis of above issues]

Broad Partnership with DPI and the State Board of Education for Assisting K-12  
schools with college readiness of students  
[Part of analysis of above issues]

Broad Partnership with Community Colleges to coordinate seamless progression  
in post-secondary education.

Student Success-graduate students

Graduation rates of masters, doctoral, and first professional students

***Outstanding Faculty*** – (Likely division of labor between campus and UNC for goals)

Support of Faculty

Average salaries at 80th percentile of peer institutions

Benefits competitive with peers

Reward system aligned with assignments/achievements of university goals

Responsiveness of UNC to retain outstanding faculty

Average salaries at 80th percentile of the average salaries of peer  
institutions

Productivity of Faculty [Use Delaware study on teaching workload; add Delaware's additional activities report which would capture public service.]

Teaching

Research

Service

Teaching workload productivity in comparison with Carnegie peers

Grant funding received per FTE faculty

Achievements of Faculty

Campus based—to be determined at campus level

UNC – Select achievements: prizes; membership in academies, etc.

Prizes and awards; membership in academies

Diversity of Faculty

### ***Program Emphasis and Quality***

Degrees produced overall

[Report degrees by major categories]

Degrees produced in High Need Disciplines

Health-Nursing, Physicians, primary care physicians, dentists, pharmacists

Teachers and School Administrators

STEM disciplines

High need business areas- Accounting for example

Degrees produced in high need areas

Persistence of teachers and quality of student learning for K-12 teachers produced

Persistence of teachers and quality of student learning in their classes

Quality and value added as Measured by expected general skills

Collegiate Learning Assessment

All campuses participate in CLA; develop data as a pilot; set performance goals

Learning Outcomes/Campus Environment [To be developed in collaboration with the Faculty Assembly]

Plan to be developed at each campus for that campus with annual reporting and periodic review of programs – general (global awareness, international exchange, promotion of creative and innovative thinking, learning environment), disciplinary (specific knowledge gained, responsiveness to external disciplinary changes and demands), and soft skills. Link to Quality Improvement Plan Required by accreditation agency, Commission on Colleges, Southern Association of Schools and Colleges.

Possible Measures: UNC Survey data; Academic department developed processes; National Survey of Student Engagement (NSSE)

Assurance that a learning outcomes assessment plan is in place at each campus

**Graduate and First Professional Degree Programs**

Disciplinary, regional, national, or international ranking of graduate and first professional programs.

***Economic and Community Development Impact of the University***

Multiplier Analysis of total budget by campus and University

Economic impact by campus and University

Production of graduates at all levels for the State (including high need areas)

Research Agenda and Research Support of the University

Impact of Research and Innovation (patents, licenses, start ups) on economic development

Role and Quality of Graduate Programs in Economic Impact

Mechanism for business, industry and communities to feed changing needs to academic programs

Impact of University by region of the State

Impact of University on business, non-profits, and governmental entities

***Adequacy, Utilization, and Safety of Facilities***

Utilization level required in order to justify additional facilities by type

Residences

Classrooms

Faculty Office Space

Teaching and Research Labs

Technology Infrastructure

Establish utilization levels and costs; develop utilization goals.

**Safety of campus**

Incidences based on Cleary Report per student FTE on each campus

***Effectiveness and Efficiency of enabling services for academic mission*** (integration of PACE)

Information Technology

Services

Security

Disaster Recovery Functionality

Audit findings regarding security of information technology systems

Disaster recovery plan in place at each campus.

**Appropriate proportion of administrators**

Number of layers of management in the enabling services

Ratio of authorized FTE faculty positions verses authorized FTE non-faculty positions

Percentage growth in faculty employees  
Percentage growth in professional non-faculty employees (EPA)  
Percentage growth in employees subject to State personnel Act (SPA)  
Growth in headcount and FTE of administrative positions in comparison to growth in headcount and FTE of faculty positions with appropriate allowance for required growth to accommodate desired goals, for example, increased research funding.

Bookstores – textbooks

Plan in place at each campus to address cost of textbooks and track change in cost generated by innovations or best practices implemented.

***Private Fundraising***

Endowment market value  
Percent increase in market value  
Increase in funding for scholarships and graduate fellowships  
Increase in funding for professorships  
Funds raised annually