



The University of North Carolina

GENERAL ADMINISTRATION

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UNC Tomorrow: *Leading, Connecting, Transforming*

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March 15, 2007

TO: UNC Board of Governors

FROM: Norma Mills

RE: UNC Tomorrow Update

It is my pleasure to bring you the first in a regular series of updates on the UNC Tomorrow initiative (at Chairman Phillips' request, I will be prepared to provide future updates at each regular Board of Governors' meeting). I appreciate the interest and feedback I have received from so many of you, and I look forward to continuing to work with you on this critical effort.

1. **Overall Process** – The initiative process has been modified in one significant way since your February Board meeting. *The regional listening forums, originally planned for this summer, will be conducted in the fall of this year (September through mid-October).* This change was made in response to concerns raised by Chancellors and others about the absence of faculty and students from campuses during the summer, and vacation schedules of community leaders who may miss the opportunity to participate in the forums. This schedule adjustment does not affect the final deadline for the response phase, which will still be completed by May 2008. A revised summary of the UNC Tomorrow initiative that reflects this change in process is attached.

As we move closer to the timeframe for the regional and sector listening forums, I will provide you with additional information about the format of those forums and our plans for outreach and invitations. *I welcome any feedback or suggestions you may have, particularly regarding individuals or groups whom you would like to have invited to a particular regional listening forum.*

2. **UNC Tomorrow Commission** – Chairman Phillips and President Bowles are in the process of finalizing the membership of the UNC Tomorrow Commission. We anticipate announcing the Commission members by the March Board of Governors' meeting, and schedule the Commission's organizational meeting for April or May. Information packets will be

provided to Commission members when all appointments have been finalized and the Commission membership announced.

3. **Scholars Council** – The Scholars Council is a vital part of the UNC Tomorrow initiative. Attached is a description of the scope of work of the Scholars Council. This information has been shared with the Chancellors, CAO's, and Faculty Assembly (Dr. Brenda Killingsworth was consulted in the preparation of this description). Chancellors and Faculty Assemblies/Senates are asked to submit faculty nominations for the Scholars Council by March 23rd. I anticipate final selection of the Scholars Council to be complete by mid-April prior to our campus visits.
4. **Campus input and assessment** – An important part of the UNC Tomorrow initiative is identifying existing programs and activities on campuses that respond to challenges and issues facing their regions and the state as a whole, and the processes by which campuses identify those needs. To begin this information gathering effort, we will visit each campus to learn from them *what* they are currently doing and *how* they identify needs to which they respond. Those participating in the campus visits include President Bowles, Chairman Phillips (as his schedule permits), Tony Caravano and I, and other members of the General Administration Council. Attached is the schedule for the campus visits and a description of what we hope to accomplish during those visits. *I would appreciate any feedback you have on the "questions for discussion" you may have that are detailed in the attached campus visit outline.*

You are invited to join us on any campus visits that you are able to attend. If so, please contact me directly so that I may incorporate your attendance into our plans.

Another project underway that will assist in gathering information on current campus activities and efforts is the development of a "UNC Impact" data collection system. Led by Leslie Boney and Alan Mabe, who have graciously included me in their planning discussions, this project involves developing a system for gathering and analyzing both economic and non-economic impacts of UNC on our state. Originally envisioned as part of the Accountability initiative, this project will also lend valuable data and information relevant to UNC Tomorrow. We anticipate preliminary impact information to be available by the fall of this year (prior to the regional listening forums).

5. **Other organizational matters** – In addition to the above, a number of other logistical and organizational matters have been accomplished since your February Board meeting:

- a. **Briefings** – I have briefed a number of individuals and groups on UNC Tomorrow and invited their feedback and participation, including: Hope Williams (Independent Colleges and Universities), Martin Lancaster (Community Colleges), JB Buxton (DPI), Dr. Brenda Killingsworth (Chair, The Faculty Assembly), Chancellors Administrative Council, Chief Academic Officers, and Chief Financial Officers. Additionally, Seth Dearmin made a presentation on UNC Tomorrow to the ASG and invited their input and participation.
 - b. **Campus Liaisons** – All Chancellors were requested to designate a liaison from their office to serve as my direct point of contact for communications, logistical matters, and campus input. This has been accomplished, and I have established lines of communication with all liaisons.
 - c. **UNC Tomorrow staff**- I have been “in place” at General Administration for 6 weeks and am fully “operational” from an administrative standpoint. I have been assisted fully and at every turn by all personnel at GA, and am grateful for their help. Tony Caravano, who will serve as our Deputy Director for the duration of this effort, began work on March 8th. Our interns, Seth Dearmin and Sam Mettler, have been invaluable as have all members of the General Administration Council in lending their expertise and assistance to get this initiative up and running. Last but by no means least, a special thanks to Jan Kook for her endlessly patient assistance with administrative matters.
6. **Next steps** – Action items to be completed between now and your May Board meeting include the following:
- a. **Finalize selection of the Scholars Council and begin Council work** – I anticipate selection of the Council to be completed by mid-April with at least one organizational conversation with the Council (either by meeting or conference call) soon thereafter.
 - b. **Hold organizational meeting of the UNC Tomorrow Commission** – tentatively planned for late April or early May.
 - c. **Selection of outside consultant** – We still intend to involve the expertise of an expert in higher education (such as a retired university president); I anticipate having candidate for President Bowles’ and Chairman Phillips’ consideration by mid-April.
 - d. **Launch UNC Tomorrow webpage** – Seth Dearmin has been working aggressively with other GA staff to outline the site map

for a webpage linked to the UNC home page that will serve as a single portal of information on UNC Tomorrow. We anticipate the webpage being launched by the end of this month.

- e. **Begin organizing Regional and Statewide Sector Listening Forums** – We have already begun identifying regional groups to invite to the Regional Listening Forums and Statewide Sectors groups with whom we will conduct special meetings relevant to their specific sector (business groups, community groups, etc.) to receive their input. *As requested above, I welcome any input you have on groups and individuals who you would like invited to participate in these forums.*
- f. **Begin developing framing questions** – The “framing questions” will serve as our guide for seeking public input at the regional and statewide sector listening forums. The framing questions will be developed by the Scholars Council with input from campuses, BOG members and the General Administration Council.
- g. **Develop plan for additional public input** – The framing questions developed for use at the regional and statewide sector public listening forums can also serve as a valuable tool by which to seek additional public input to supplement that which is gathered through the forums. We are currently exploring options such as surveys to organizations and associations, a web-based survey available on the UNC Tomorrow webpage, and even a blog.
- h. **Identify opportunities for student involvement** – We have been gratified by the level of enthusiasm expressed by student leaders across the system. We have asked the ASG leadership to consider specific ways in which students can be involved in the UNC Tomorrow initiative to not only benefit from their perspectives and ideas, but also to provide opportunities for students to exercise important skills such as leadership, organization, and leadership.

Thank you again for your commitment to and support of this important initiative.

Attachments

- 1. UNC Tomorrow summary
- 2. Scholars Council description
- 3. Campus visit schedule
- 4. Campus visit questions for discussion

UNC TOMORROW

Leading, Connecting, Transforming

*Policy Discussion
University of North Carolina Board of Governors
March 15, 2007*



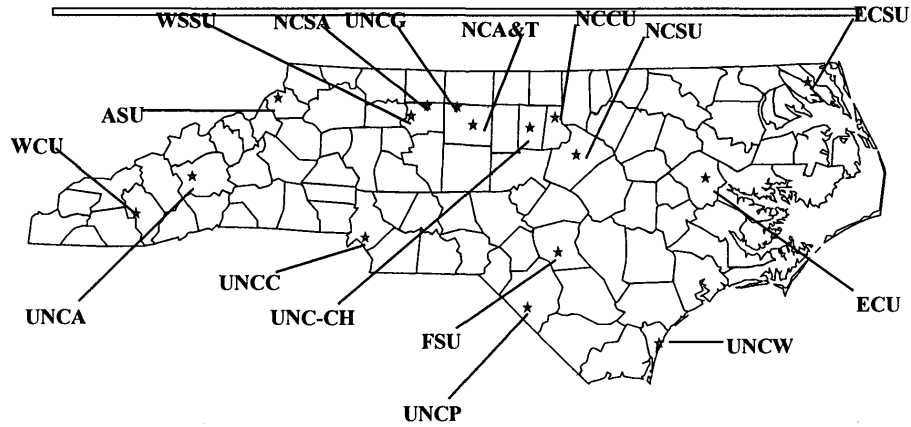
*Norma Mills
Executive Director
UNC Tomorrow Initiative*

Initiative Process and Timeframe

Preparation	February – July 07
Assessment	August – January 07
	<i>Regional Listening Forums – Sept-Oct</i>
Response	February 07 – May 08
Implementation	June 08 – January 2012



Regional Listening Forums



The University of North Carolina General Administration

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UNC Tomorrow Commission

- **Members appointed** March 07
- **Organizational meeting** April-May 07
- **Statewide Sector forums** Summer 07
- **Regional Forums** Sept-Oct 07
- **Develop recommendations** Fall 07
- **Final report to BOG** January 08

Note: Details of schedule to be determined in consultation with Scholars Council and Commission



The University of North Carolina General Administration

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Scholars Council

- Best minds in the UNC system . . .
 - With diverse expertise . . .
 - And diverse representation . . .
 - Focusing on regional and statewide issues . . .
 - Not as campus representatives.
-
- ***Nominations deadline: March 23rd***



Campus Input and Assessment

What we will be doing . . .

- Identify efforts already on-going (or planned)
- Gather information about:
 - *What* campuses are doing to meet needs
 - *How* do campuses identify needs

When we will do it . . .

- Campus visits April-May 07
You are invited!
- Campus impact project Fall 07



Other Recent Activities

- Briefings of stakeholder representatives
- Campus liaisons designated
- Administrative start-up completed



Next Steps (March-April-May)

- Select and organize Scholars Council
- Appoint and organize Commission
- Select outside consultant
- Conduct campus visits
- Launch webpage
- Begin organizing Listening Forums
- Begin developing “framing questions”
- Develop plan for additional public input
- Identify student involvement opportunities



We Invite You To . . .

- **Continue to provide input and feedback on process and structure**
- **Join us on campus visits**
- **Identify listening forum invitees**
- **Give feedback on framing questions (*May BOG meeting*)**
- **Participate in forums (*Sept-Oct*)**



UNC Tomorrow:

Leading, Connecting, Transforming

Our Mission

The University of North Carolina is dedicated to the service of North Carolina and its people.¹ In order to efficiently and effectively fulfill its three-pronged mission of education, research and scholarship, and public service in the 21st century, the University should proactively anticipate and identify the needs facing our state over the next twenty years and, consistent with its mission, develop and implement responses to those needs.

Our Goals

Our goal is to produce a more proactively responsive University focused on meeting the challenges of the state over the next 20 years. To achieve this goal, we must answer three basic questions:

- 1. What challenges facing our state do North Carolinians want UNC to respond to?**
- 2. How can UNC best respond to these challenges?**
- 3. How can UNC sustain this focus over the long-term?**

To answer the first two questions, we will identify what challenges our state faces both now and in the future, how we are currently meeting them, where there are gaps, and how we can close those gaps efficiently and affordably. We will examine issues facing our state in areas such as community and economic transformation, technology transfer, innovation and entrepreneurship, education, health, environmental and natural resources, cultural and societal enrichment through the arts and humanities, and civic engagement. We will identify ways to meet those needs through programs and curricula, scholarship and research efforts, and public service engagement.

Recognizing that the needs of our state will evolve over time, we must do more than *become* more demand-driven – we must *remain* demand-driven. To answer the third question, we will identify systemic changes in our own processes, such as program consideration and long range planning, so that we can, in future years, identify needs proactively, respond nimbly, and assess our effectiveness.

Our work will center on the three prongs of UNC's mission: Teaching, Research and Scholarship, and Public Service. Recommendations and responses will be identified within each of these areas.

¹ N.C.G.S. 116-1(b)

Our Process

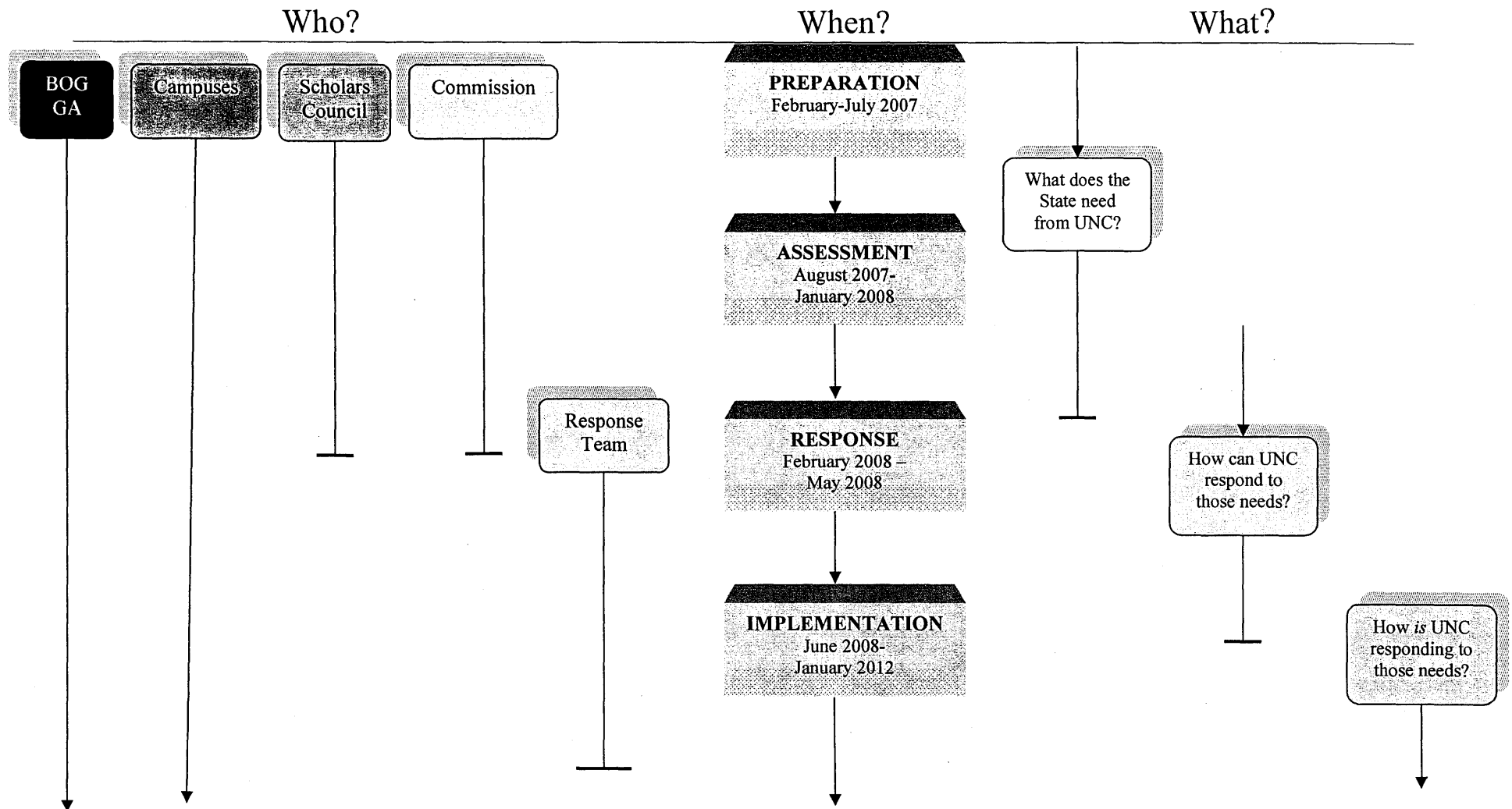
With our partners and oversight by the UNC Board of Governors, UNC will undertake this initiative through a four-part process:

- 1) ***Preparation*** February – July 2007
Work with campuses to analyze *what* they are currently doing to meet present and future challenges facing our state and their region and *how* they identify those challenges; conduct internal review of existing resources; and synthesize and update existing reports and studies.
- 2) ***Assessment*** August 2007 – January 2008
Meet with business, nonprofit, community, policy, and governmental leaders in each of the state's regions and in statewide sectors to hear from them what they need from UNC over the next twenty years; Commission issues report and recommendations to UNC BOG.
- 3) ***Response*** February 2008 – May 2008
Develop a response to identified needs by UNC and each campus consistent with UNC's mission as well as systemic changes to internal processes to ensure continued focus in future years. The UNC BOG will approve response plans.
- 4) ***Implementation*** June 2008 – January 2012
Implement responses at the UNC and campus level by integrating responses into missions, programs, and curriculum, and assessing progress toward goals.

Our Partners

- The **UNC Board of Governors** will oversee the initiative, ensure that the work remains appropriately focused, and participate in campus-related work and regional public meetings. The Board has final approval of all recommendations.
- **Campuses** will be asked to form work groups to analyze past response to the state's needs, determine campus capacity to respond going forward, and to follow, inform, and respond to the findings of the Commission. Campus participation includes administration, faculty, and students.
- The **UNC Tomorrow Commission** made up of business, education, government, and nonprofit leaders from across the state will be charged with learning "what the people of North Carolina need from their University over the next twenty years" and making recommendations to the Board of Governors.
- **Faculty** will provide both research and advice to the Commission through a **Scholars Council**. The Council will synthesize previous studies, research relevant issues and trends, develop focused "framing" questions for regional and sector public meetings, attend meetings, and assist the Commission in developing its recommendations.
- **UNC General Administration** will direct the day-to-day work of staff, campuses, the Commission and the Scholars Council throughout the initiative.
- A **Response Team** made up of General Administration staff and representatives from the Scholars Council, the Commission, and the Board of Governors, will develop a clear, comprehensive plan for responding to and implementing approved recommendations.

Process Flow Chart



UNC Tomorrow Scholars Council

A critical partner in the UNC Tomorrow initiative is the Scholars Council. Made up of faculty from across the UNC system, the Scholars Council will provide expertise and guidance to the UNC Tomorrow Commission and leadership team at UNC General Administration.

Duties

Members of the Scholars Council will:

- Develop “framing reports” on major issues and trends anticipated to impact North Carolina and UNC over the next twenty years, and advise on the implications of those issues and trends – This work will involve determining the major issues and trends that will impact North Carolina and UNC over the next twenty years, identifying existing data and reports on these issues and trends, and facilitating the compilation and analysis of such information. Some of this body of information will already exist among the work of the Scholars and other faculty on the campuses; compilation and summary work that may be required can be performed by graduate students under the supervision of Scholars Council members. Scholars will advise the UNC Tomorrow team at General Administration and the UNC Tomorrow Commission on the implications and ramifications of these major issues and trends, and guide discussions as to possible responses to those trends throughout the UNC Tomorrow initiative. Reports on major issues and trends and their implications will be presented to the Commission (“framing reports”) and incorporated in regional and sector listening forums.
- Develop “framing questions” for public input/listening forums – The “framing questions” will guide discussions with individuals and communities during the assessment phase of the initiative (regional and statewide sector listening forums as well as other potential mechanisms for eliciting public input) to ensure that the Commission is best able to assess those needs and challenges facing North Carolina to which UNC can and must respond.
- Participate in all Commission meetings, including regional and statewide sector listening forums – Scholars Council members’ involvement in commission meetings and regional/statewide sector listening forums is vital. Scholars will present to the Commission “framing reports” highlighting major trends and issues impacting North Carolina and UNC over the next twenty years, and offer their assessments as to the implications of those trends and issues. Scholars will also be asked for their guidance on matters internal to UNC, such as academic planning processes and current barriers

to stronger engagement by faculty and students, as well as trends in higher education such as innovations in teaching and learning. Finally, Scholars will guide the Commission in its analysis and consideration of information received during the regional/statewide sector listening forums (see next bullet below).

- Assist in compiling public input, developing conclusions and recommends for Commission – The Commission is ultimately charged with identifying and assessing the challenges facing North Carolina over the next twenty years and recommending to the UNC Board of Governors those needs to which UNC can and should respond, as well as consider the most appropriate and effective ways in which UNC can sustain this focus and remain proactive in anticipating and meeting North Carolina's needs as they evolve and change over time. To achieve this goal, the Scholars Council will guide and assist the Commission in compiling information obtained through research and public input, drawing sound conclusions, and formulating responsible recommendations.

Timeframe

A brief summary of the UNC Tomorrow timeframe is outlined below. The Scholars Council will be most directly involved in the preparation and assessment phases (some work may continue through the response phase):

- 1) ***Preparation*** February – July 2007
Work with campuses to analyze *what* they are currently doing to meet present and future challenges facing our state and their region, *how* they currently identify those challenges, and barriers to being more responsive; conduct internal review of existing resources; and synthesize and update existing reports and studies.
In this phase the Scholars will identify major trends and challenges facing North Carolina and its regions; develop the framing questions and methodologies to be used in seeking public input during the Assessment phase; guide data collection from existing resources (literature, state data, community-based data, government reports, etc.); and analyze and summarize data.
- 2) ***Assessment*** August 2007 – January 2008
Meet with business, nonprofit, community, policy, and governmental leaders in each of the state's regions and in statewide sectors to hear from them what they need from UNC over the next twenty years; Commission issues report and recommendations to UNC BOG.
In this phase, the Scholars will participate with the Commission in statewide sector and regional listening forums, document and compile findings of these meetings, and draw conclusions and findings; advise the Commission and UNC Tomorrow leadership team on implications of trends and challenges identified in the Preparation phase and through public input; and guide the Commission in developing its final report and recommendations on UNC's response to identified challenges and trends. The Commission will sunset upon Board of Governors' adoption of its final report.

- 3) **Response** February 2008 – May 2008
Develop a response to identified needs by UNC and each campus consistent with UNC's mission as well as systemic changes to internal processes to ensure continued focus in future years. The UNC BOG will approve response plans.

In this phase, the Scholars will work directly with Board of Governors members, the UNC Tomorrow leadership team, General Administration, and campuses to guide the development of system and campus responses to the Commissions final report and recommendations. The Scholars Council will sunset upon Board of Governors' adoption of campus response plans.

- 4) **Implementation** June 2008 – January 2012
Implement responses at the UNC and campus level by integrating responses into missions, programs, and curriculum, and assessing progress toward goals.

The implementation phase will be an on-going effort at the campus level in cooperation with General Administration and the Board of Governors. The Scholars Council is not expected to play a formal role in ongoing implementation.

Diverse Expertise

Ideally, the Scholars Council will consist of a diverse group of faculty with a broad array of experience and expertise that reflects both the breadth of disciplines within UNC as well as the range of issues facing our state, including (broadly):

- Economy (economic trends, workforce development, new and emerging business and industries, entrepreneurship, innovation, special challenges in rural and disadvantaged communities)
- Health (health/public health issues, health care delivery, health care professionals)
- Environment (environment and environmental health issues, sustainability and quality of natural resources)
- Education (education delivery systems, higher education trends, models, and organization, k12, education methodologies)
- Civic and Community Issues (social sciences, humanities, public administration, political science, arts and history, civic engagement, leadership)
- Demographics (population trends, impact of such trends on public and private resources, workforces, civic leadership)

- Science, Technology, and Math (data analysis, GIS, statistics, analytical expertise)

Finally, the Scholars Council should not be viewed (nor view themselves) as “campus representatives,” but are, in fact, members of a team, working on behalf of our state and its regions, who represent the best and brightest among our faculty and are committed to the University’s public mission of service to North Carolina through teaching, research and scholarship, and public service.

**UNC Tomorrow
Campus Visits Schedule**

<u>Date</u>	<u>Morning</u>	<u>Afternoon</u>
Thursday, April 19	UNC-C	
Wednesday, April 25		NCSSM
Thursday, April 26	UNC-CH	NCCU
Friday, April 27	FSU	
Wednesday, May 2		UNC-A
Thursday, May 3	ASU	WCU
Tuesday, May 8	NCA&T	UNC-G
Wednesday, May 9	NCSU	
Tuesday, May 15	ECU	ECSU
Thursday, May 17	UNC-P	UNC-W
Tuesday, May 22 nd	NCSA	WSSU

Note: Plan 3 hours for each campus visit. Specific arrival and departure times are being coordinated through President Bowles' office, and campuses will be contacted directly to confirm details.

UNC Tomorrow Campus Visits Questions for Discussion

During the planning phase of the UNC Tomorrow initiative, President Bowles, BOG Chairman Phillips (schedule permitting) and members of the UNC Tomorrow staff will visit each campus to fully discuss the goals, process, and outcomes of the initiative with Chancellors, their leadership teams, elected faculty and student representatives, and other faculty, staff, and campus members whom the Chancellors believe valuable to involve in these conversations.

An important component of the UNC Tomorrow initiative will be identifying those ways in which campuses are *already* responding to the needs of their region and our state as a whole. Part of this process will involve compiling information on *what* campuses are already doing; another part is identifying *how* campuses currently determine those needs.

To begin the process of determining those ways in which campuses are already responding to regional and statewide challenges, the UNC Tomorrow campus visit will include a discussion of *what* campuses are doing currently to respond to regional and statewide challenges, *how* each campus currently identifies those challenges to which it responds, and any barriers that may exist which inhibit the campuses' responsiveness to present and future challenges. Listed below are some general questions intended to frame this discussion:

What regional and statewide challenges are campuses currently responding to?

1. What programs and curricula do you have that respond to specific needs?
2. How are those programs and curricula delivered?
3. What research and scholarship activities are employed to address specific needs?
4. How are research and scholarship activities applied to address specific needs?
5. What types of public service programs and activities currently exist, and what needs are they intended to address?
6. How are those public service programs and activities organized and applied within the sectors or communities they are intended to benefit?
7. How do you currently track and collect information about your campus' efforts in these areas? To what use do you put this information?

How do campuses currently identify regional and statewide challenges?

1. How do you currently identify needs of your region/the state that you are in a position to meet? (i.e., advisory committees, surveys, public forums, trustee input, research, etc.)
2. How and to what degree are identified needs prioritized within your academic and program planning processes?
3. How do you incorporate external input/communications into your internal planning processes?
4. To what extent do you conduct “proactive” research to identify long-range trends in anticipation of future needs that you can meet?
5. What barriers/disincentives do you see that prevent your campus from being more proactive in identifying and meeting needs (not just being reactive, but being proactive)?
6. Who do you view as your “stakeholders”? Your “region”?
7. How do you communicate with your external stakeholders about resources available to them within your campus? What processes/portals are available on campus for external stakeholders to utilize in accessing internal resources?
8. How do you assess your “impact” on your region/the state as a whole? How do you categorize it and quantify it? How do you communicate it?

General questions:

1. What are you currently doing to encourage creativity, interdisciplinary collaboration, and innovation on your campuses?
2. Are there barriers to your achieving greater success in these areas that you would like to see addressed?
3. How do you approach teaching or developing “soft skills” among your students (such as critical and creative thinking, communications, complex problem solving, innovation, teamwork and collaboration, leadership, etc.)?
4. How do you determine the skills students need to be successful in today’s economic and social environment; what skills have you identified; and what programs / curricula do you have in place to foster development of those skills?
5. What is your current enrollment growth potential, both on-campus and off (i.e., distance learning, etc.)? What limitations do you face in your growth potential?

6. What methods of delivery of programs and curricula are you considering in anticipation of significant increases in enrollment growth projections?

As indicate above, these questions are intended to frame the discussion, but by no means to limit it. Campuses are encouraged to use these questions as a general template for the campus visit discussion, and to bring to the table additional information that you believe will be informative on this topic.