

# UNC Tomorrow Response Phase Planning Process – PHASE II

## Campus Guidelines

**Due by December 1, 2008 (unless otherwise indicated)**

**Report to the Board of Governors at its February 2009 Meeting**

**I. General Guidelines:** In Phase II of the UNC Tomorrow Response Phase process, campuses continue their efforts to respond to the UNC Tomorrow Commission's Report identifying the needs of North Carolina to which UNC can and should respond consistent with its three-pronged mission of teaching, research and scholarship, and public service. Outlined below are the general guidelines for Phase II. The template for campus Phase II reports is found in Attachment A to these guidelines (*Please note* Section C and Attachment B regarding a different template and report deadline for Inter-Institutional Institutes and Centers). Phase II reports are to be submitted electronically, in Word format, to Norma Houston and Tony Caravano by December 1, 2008 (please do not send hard copies of Phase II reports).

In responding to the specific areas identified below, campuses are asked to consider the following:

1. Where appropriate, please identify clear **timelines** for implementation, **cost estimates and proposed internal/external sources of funding, assessment methods,** and **accountability measures**.
2. Where appropriate, please identify **administrative and policy changes** that are needed to successfully implement response plans in ways that ensure UNC's efficiency, effectiveness, and relevance to both current *and future* challenges. *Examples: rewards and incentives for faculty, removal of administrative barriers that inhibit inter-institutional collaboration, more flexible personnel policies.* To the extent that needed **administrative and policy changes** are within the campus' authority to address directly, please identify the plan for making changes. For recommended administrative and policy changes that are not within the campus' authority to address directly, please provide a description of the needed change with an explanation of the problem or issue that the change would address.
3. Recognizing that each campus has its own unique strengths that should be maximized, that no one campus, by itself, can completely and effectively meet every need of our state identified by the UNC Tomorrow Commission, the need to strategically prioritize and focus existing resources, and the goals of achieving stronger inter-institutional collaboration and less duplication of programs and

resources, campuses are asked to consider the following questions in focusing their UNC Tomorrow Response Phase efforts<sup>1</sup>:

- a. Which proposals are best addressed on your campus because of your distinctive mission, resources, and regional needs and considerations?
- b. Which proposals cannot be addressed effectively by your campus?
- c. Which proposals are best addressed in collaboration with another (or other) institution(s)?
- d. Which proposals are best addressed by another institution?

**II. Areas of Focus:** Campuses are asked to address the following areas of focus during Phase II.

**A. Review of Existing Degree Programs (including Recently-Approved Degree Programs) for alignment with UNC Tomorrow** [Mabe/Sadler; UNC Tomorrow Commission Report Sec. 5.2]

*NOTE: Guidelines and submission documents for this section are being developed by UNC General Administration pursuant to the Board of Governor's recent approval of the new policy on academic planning (approved March 2008) and will be available in mid-August 2008.*

**B. Review of proposed New Degree Programs (if any) with special attention to high-need areas, consistent with UNC Tomorrow recommendations** [Mabe/Sadler; UNC Tomorrow Commission Report Sec. 5.2]

*NOTE: Guidelines and submission documents for this section are being developed by UNC General Administration pursuant to the Board of Governor's recent approval of the new policy on academic planning (approved March 2008) and will be available, at least in draft form, in mid-August 2008.*

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<sup>1</sup> Questions in this section recommended by the UNC Faculty Assembly.

**C. Review of Inter-institutional Centers and Institutes for alignment with UNC Tomorrow** [Leath/Thornton]

Campuses are asked to review inter-institutional centers and institutes for alignment with the goals of UNC Tomorrow, and to develop specific plans for assessing and improving their effectiveness in response to the UNC Tomorrow Commission's report and recommendations. Campuses with administrative oversight for these inter-institutional centers and institutes will be responsible for ensuring submittal of the final responses by September 1, 2008. CAO's are encouraged, when appropriate and in consultation with Center/Institute Directors and relevant Chief Research Officers, to include a cover letter with any recommendations for either improvement of or the elimination of ineffective, duplicative, or obsolete inter-institutional centers and institutes.

*NOTE: Reports from Inter-institutional centers and institutes are due September 1, 2008; please refer to "Response Phase Guidelines for Inter-Institutional Centers and Institutes" for further instructions and report template (See Attachment B).*

**D. Faculty and Staff Recruitment and Retention** [Martin/McCullom]

The UNC Tomorrow Commission recommended that "UNC should prepare for wide-scale faculty retirement and should increase efforts to recruit and retain high-quality faculty." (Recommendation 5.4) The Commission further recommended that "UNC should increase efforts to attract and retain high-quality staff at all levels." (Recommendation 5.5)

Campuses are asked to consider their internal workforce planning needs over the next 5 years, including (1) critical talent issues, including leader and worker shortages; (2) the aging workforce including retirement and attrition trends among faculty and staff; (3) the impact of worldwide demographic shifts on campus workforces; (4) strategies for recruiting and retaining high potential talent; and (5) managing a diverse multi-generational workforce. In identifying strategies responding to this section, campuses are asked to consider the related suggested strategies identified by the UNC Tomorrow Commission (See Recommendations 5.4 and 5.5 of the UNC Tomorrow Commission Final Report). In conducting this review, campuses are encouraged to seek input from and involve their human resources professionals and faculty and staff representatives.

**E. Review of Tenure and Reward System** in relation to integration of UNC Tomorrow Recommendations and other findings and goal setting by the campus [Martin]

The UNC Tomorrow Commission recommended that “UNC should lead the campuses in a refinement and adjustment of the tenure, promotion, and incentive system to place greater value on faculty involvement and engagement in applied research and outreach that will enhance the state’s competitiveness without decreasing support for teaching, basic research and scholarship.” (Sec. 5.3)

Campuses are asked to outline the process by which they will review their tenure, promotion, and incentive systems to determine whether their systems appropriately value faculty involvement and engagement in applied research, outreach, and public service consistent with the Commission’s recommendation, and the process by which campuses will adopt changes, if necessary and appropriate, to their current systems. In outlining their process, campuses are asked to identify the mechanisms by which faculty will be involved, and the time frame for conducting this review and adopting changes. *Campuses are not expected to have completed their review of promotion and tenure policies by December 1<sup>st</sup>; rather, campuses are asked to develop the process by which this review will take place and report on that process by December 1<sup>st</sup>.*

**F. Mission Review**-Implications for campus mission based on overall UNC Tomorrow review [Mabe]

The UNC Tomorrow Commission recommended that “UNC should examine the missions of its 17 constituent institutions in light of national, state and regional needs from a ‘system’ perspective so that the programs and resources of all institutions serve the state and its regions in a manner that complements each other, maximizes resources, and avoids unnecessary duplication.” (Sec. 5.1)

The campus mission statement is meant to capture the core focus of the institution and the distinctiveness of its approach to teaching, research and scholarship, and public service. Some changes growing out of the UNC Tomorrow review may rise to the level of redefining the institution’s focus, or some aspects of its focus. Campuses are invited (but not required) to propose revisions to their mission statements consistent with this focus. Contemplated revisions to the mission statement should differentiate among changes already realized on the campus and those proposed by the campus, and explain how each would drive mission changes. Those campuses that choose not to propose any revisions to their mission statements are asked to provide a brief explanation as to why they believe their current mission statement enables them to meet the goals of UNC Tomorrow.

**UNC Tomorrow Response Phase Planning  
Phase II Report Template  
(Due to UNC General Administration by December 1, 2008)**

***A. Review of Existing Degree Programs (including Recently-Approved Degree Programs) for alignment with UNC Tomorrow***

Campuses are asked to respond to this section based on guidelines and submission documents being prepared by UNC General Administration Academic Affairs. Detailed guidelines and submission documents will be available in mid-August 2008. No information is required to be submitted directly to the UNC Tomorrow staff as part of campuses' UNC Tomorrow Phase II reports.

***B. Review of proposed New Degree Programs (if any) with special attention to high-need areas, consistent with UNC Tomorrow recommendations***

Campuses are asked to respond to this section based on guidelines and submission documents being prepared by UNC General Administration Academic Affairs. Detailed guidelines and submission documents will be available, at least in draft form, in mid-August 2008. No information is required to be submitted directly to the UNC Tomorrow staff as part of campuses' UNC Tomorrow Phase II reports.

***C. Review of Inter-institutional Centers and Institutes for alignment with UNC Tomorrow***

Campuses are directed to Attachment B of the UNC Tomorrow Phase II Planning guidelines for instructions and report template for review of Inter-institutional Centers and Institutes. Please note that reports on Inter-institutional Centers and Institutes are due to UNC General Administration by September 1, 2008.

***D. Faculty and Staff Recruitment and Retention***

Please respond to the following questions:

1. Is your campus engaged in a thoughtful and deliberate planning process to address your campus' workforce needs now and for the future?

- Do you believe you have a thorough understanding of your current workforce and the changes that will be occurring over the next 5 years?
  - Have you begun to identify the staffing levels and skill sets or competencies needed over the next 5 to 10 years?
  - Do you have the analytical tools you need to conduct a workforce planning process?
  - Is Human Resources included in your organization's solution strategies to enable your organization to accomplish its mission, goals, and objectives?
2. With respect to critical talent issues, have you begun to identify gaps and surpluses between the present and the future with respect to leader and worker shortages?
- Have you implemented or do you have plans to implement a proactive recruitment strategy designed to attract top talent and identify candidates to target hard-to-fill positions?
  - Have you developed or do you have plans to develop a strategy to retrain, redeploy or reduce-in-force employees where functions are not needed in the future?
3. With respect to the aging workforce and attrition, have you evaluated the percentage of employees who will be eligible for retirement over the next 5-, 10, 15-, 20-year period and the impact this will have on your campus' workforce?
- Have you addressed how you can improve recruitment and retention of employees and reduce turnover in your organization?
  - Are there policies or programs that General Administration should consider implementing that would help to improve your campus' recruitment and retention efforts?
  - Has the availability of phased retirement been helpful in addressing faculty recruitment, retention, and retirement issues? Given the increasing numbers of non-tenured and non-tenure track faculty on UNC campuses, should phased retirement be extended to these faculty?
4. With respect to worldwide demographic shifts in age and ethnicity/race, what challenges have you identified for your university at the present time, or within the next 5 years, as a result of demographic shifts?
5. What are some of the barriers that your University is facing with respect to recruiting and retaining high potential talent? What additional

resources/flexibilities would be helpful to help you address these challenges, e.g., policies, programs, compensation, benefits, etc.?

6. With respect to managing a diverse multi-generational workforce, how are you defining diversity in your university?
  - Are you setting goals for achieving increased diversity among faculty and staff?
  - Have you implemented programs, policies and activities to support diversity in your university? If so, describe those diversity initiatives? Have you found them to be effective, and if so, how do you measure effectiveness?
7. With respect to succession planning, has your campus engaged in a systematic process to identify key employees and the critical competencies that these employees possess to prepare for their replacement? What level of professional management and leadership development programs are available for your senior and mid-level managers? Please describe.
8. Beyond what you may have already identified in Questions 1-7 above, are there any other significant issues relating to recruitment and retention of high-quality faculty and staff that you wish to highlight? If so, please provide a brief description of the issue, how you would propose the issue be addressed, and any related policy, regulatory, or other administrative changes needed.

### ***E. Review of Faculty Promotion, Tenure and Reward System***

Please outline the process by which the campus will review its tenure, promotion, and incentive systems to determine whether these systems appropriately value faculty involvement and engagement in applied research, outreach, and public service consistent with the UNC Tomorrow Commission's recommendation, and the process by which campuses will adopt changes, if necessary and appropriate, to their current systems. In outlining their process, campuses are asked to identify the mechanisms by which faculty will be involved, and the time frame for conducting this review and adopting changes. *Campuses are not expected to have completed their review of promotion and tenure policies by December 1<sup>st</sup>; rather, campuses are asked to develop the process by which this review will take place and report on that process by December 1<sup>st</sup>.*

Please also include a summary description of the campus' current promotion, tenure, and rewards policies and a preliminary identification of issues and challenges to be addressed during the review process.

In reviewing its tenure, promotion, and rewards policies, the campus is asked to consider the following suggested strategies identified by the UNC Tomorrow Commission:

- Encourage faculty to address important societal issues, and reward them for doing that work well.
- Create incentives for faculty to engage in applied research, scholarship, and public service.
- Continue to support and reward basic research, theoretical scholarship, and creative activities.
- Make appropriate University faculty more accessible to small business owners, nonprofit organizations, K-12 schools, and community groups.
- Continue to support the use of the tenure process as a way to validate that faculty candidates are highly qualified experts in their fields.

In considering modifications to faculty reward systems, the campus is asked to also consider issues that may relate to rewards and incentives that support faculty work in developing online and distance education programs. Finally, the campus is asked to continue to affirm the value of and reward quality teaching, and student advising and mentoring by faculty.

#### ***F. Mission Review***

Please provide the proposed revised mission statement in two forms: one showing the proposed new mission statement in "track change" mode highlighting the proposed revisions (both additions and deletions), and one showing the revised proposed new mission statement in "clean" form (i.e., with all proposed revisions incorporated).

Please also provide a narrative explanation of the proposed mission statement revisions describing the reasons for each proposed change and how the proposed revisions will enable the campus to better achieve the goals of UNC Tomorrow. In providing this description, please clearly delineate between (1) those revisions that relate to changes already realized on the campus and (2) those proposed by the campus that do not relate to changes already realized, and explain how each would drive mission changes.

**UNC Tomorrow Response Phase**  
**UNC Inter-institutional Centers and Institutes**  
**Due to UNC General Administration by September 1, 2008**  
 [Leath/Thornton]

**Guidelines and Report Template:** Inter-institutional Centers and Institutes of UNC [‘entity’ or ‘entities’] are asked to review the recommendations of the UNC Tomorrow Commission and prepare specific responses to meeting the needs of the state identified in the Commission’s recommendations *consistent with the entity’s mission*. Responses are to be initially developed by the Director (or similarly positioned leader) of the entity. In preparing their responses, entity Directors are asked to seek input from and fully involve the appropriate faculty and/or other representatives from the entity’s partner UNC institutions. Responses prepared by the Director should be provided to the appropriate individuals in leadership positions at the entity’s partner campuses (CAO, CRO, etc.) for review and comment prior to final submission to UNC General Administration. The entity’s final response plan is to be submitted to UNC General Administration by the UNC campus with administrative oversight for the entity by September 1, 2008.

In preparing their responses to the UNC Tomorrow Commission Report and Recommendations, entities are asked to utilize the following questions as the template for their reports:

**I. System Role and Inter-institutional Collaborations**

1. Describe the role of **UNC General Administration** in the functioning of your entity.
2. Describe the nature and extent of **inter-institutional collaborations among the UNC Institutions involved in your entity** in terms of the following (when possible, show figures to support):
  - a. Accomplishment of primary research, instruction or service mission
  - b. Operating funds
  - c. Personnel
  - d. Facilities and equipment
  - e. Inclusion on advisory or other boards
  - f. Other means of support and collaborative involvement
3. What **administrative or policy changes** are needed to increase or enhance these areas of inter-institutional collaboration for your entity?

## II. Entity Mission and UNC Tomorrow

4. What **existing** programs, initiatives, and activities are already in place that effectively respond to the Commission's recommendations?
  - e. How is their effectiveness assessed?
  - f. Can their effectiveness be improved, and if so, how?
  - g. What is the cost, if any, of improving their effectiveness?
  - h. Where will the funding for these improvements come from (with emphasis on utilizing and reprioritizing existing resources, and eliminating unnecessary, duplicative, or obsolete programs, initiatives, and activities)?
  - i. Who is accountable?
5. What **new** programs, initiatives, and activities are needed to respond to Commission recommendations?
  - j. What is the cost of establishing them?
  - k. Where will the funding for these efforts come from (with emphasis on utilizing and reprioritizing existing resources, and eliminating unnecessary, duplicative, or obsolete programs, initiatives, and activities)?
  - l. How will their effectiveness be assessed?
  - m. Who is accountable?
6. Beyond your response to #3, are any additional **administrative and policy changes** needed to successfully implement response plans in ways that ensure efficiency, effectiveness, and relevance to both current *and future* challenges?

In responding to the above guidelines, please provide clear **timelines** for implementation, **cost estimates and proposed internal/external sources of funding**, **assessment methods**, and **accountability measures** for proposals to improve existing programs, initiatives, and activities and/or establish new ones.

**Report Instructions: To facilitate review of response plans from entities, please consider the following instructions:**

- Be as clear and concise as possible; use summary paragraphs and bullets as opposed to long, detailed narratives.
- Organize your report in policy sections that follow the policy findings of UNC Tomorrow Commission report (i.e., Section 4.1 Global Readiness, Section 4.2 Access, Section 4.3 Public Education, etc.), and provide information related **only to those sections of the report that align with your entity's mission** (for example, if your entity does not have any programs or activities related to the Health section of the

UNC Tomorrow Commission report, there is no need for you to attempt to respond to that section).

- Organize response plans within the UNC Tomorrow policy sections (Global Readiness, Access, Public Education, etc.) in a manner that follows the template outlined above.
- Focus and Prioritize! Strategically focus your efforts in those areas where your entity can have the greatest impact.
- Email your response phase reports in Word format to Norma Houston and Tony Caravano by September 1<sup>st</sup> – please do not send bound hard copies of your report.

## **UNC Inter-Institutional Centers and Institutes**

1. Center for Advanced Computing and Communication
2. Center for Craft, Creativity, and Design
3. Center for Design Innovation
4. Center for Developmental Science
5. Highlands Biological Station
6. Human Development Research and Training Institute at J. Iverson Riddle Developmental Center
7. Institute for Transportation Research and Education
8. James B. Hunt, Jr., Institute for Educational Leadership and Policy
9. Kenan Center for the Utilization of Carbon Dioxide in Manufacturing
10. North Carolina Institute for Health and Safety in Agriculture, Forestry, and Fisheries (North Carolina Agromedicine Institute)
11. North Carolina Sea Grant College Program
12. Pisgah Astronomical Research and Education Center
13. Science and Technology Center for Environmentally Responsible Solvents and Processes
14. Small Business and Technology Development Center
15. The University of North Carolina Exchange Program
16. UNC Highway Safety Research Center
17. UNC Institute on Aging
18. UNC Coastal Studies Institute
19. Water Resources Research Institute