



**University of North Carolina Tomorrow  
Commission Meeting Minutes  
August 23, 2007**

The University of North Carolina Tomorrow Commission met in regular session on August 23, 2007, in the Board Room of the General Administration Building, Chapel Hill. Mr. Phillips, the chairman, called the meeting to order at 10:00 a.m.

**Attendance**

The following Commission members were in attendance:

John Blackburn	Peaches Gunter Blank	Ed Broadwell
Andrea Bazon-Manson	Amanda Devore	Dudley Flood
Hannah Gage	Anita Brown-Graham	Peter Hans
Gov. James Holshouser	Brenda Killingsworth	Phil Kirk
Estelle “Bunny” Sanders	Ruth Shaw	Larry Seigler
Craig Souza	Willy Stewart	Priscilla Taylor
Jim Woodward	David Young	Martin Lancaster*
Rebecca Garland*	Betty Adams*	Francis Fontaine*

*\*ex officio*

**Welcome and Introductions**

Chairman Phillips and UNC President Erskine Bowles welcomed the Commission members. The minutes of the Commission’s meeting held on May 9, 2007 were approved as amended (corrected typographical error on Page 2).

Chairman Phillips welcomed new Commission member Willy Stewart, and introduced and welcomed the members of the UNC Tomorrow Scholars Council. The Chairman extended greetings to Ms. Ines Busch, an official with the Department of International and European Union Affairs in Germany who is spending time in North Carolina as part of UNC’s partnership agreement with the 9-campus consortium in Baden-Wurttemberg, Germany.

Chairman Phillips then reviewed the purpose and mission of the UNC Tomorrow initiative. In doing so, the Chairman emphasized the Commission’s role in identifying challenges facing North Carolina to which UNC can appropriately respond, and the



importance of remaining focused on those issues to which UNC could respond in a manner consistent with its mission (i.e., issues which UNC could directly impact or address). The UNC Board of Governors, General Administration, and constituent institutions and affiliated entities will then be responsible for determining how best to respond to the challenges and needs identified by the Commission. Finally, the Chairman encouraged Commission members to attend the upcoming Community Listening Forums to hear from people across the state what their needs and challenges are and how they would like to see UNC respond.

### **Major Trends Impacting North Carolina and UNC**

During the summer, the Scholars Council researched major trends impacting North Carolina and UNC, and produced a series of briefing papers outlining these trends and offering suggested responses (Scholars trends briefs are available at [www.nctomorrow.org](http://www.nctomorrow.org)). To succinctly highlight the major trends identified by the Scholars, the UNC Tomorrow staff, working with RedWire Video Productions (Tyler Helikson and Dave Gragnolati) and Bobby Dobbs of UNC-TV, produced a multimedia presentation titled “NC Tomorrow.” The presentation was shown to Commission members and discussion regarding the trends and challenges highlighted in the presentation followed. Specific comments offered by Commission members and Scholars Council members included:

- North Carolina faces increasing global competitiveness in high-end professions and occupations
- There is a need to strengthen UNC’s partnership with the Community College system to increase the number of workers with associates and bachelors degrees
- The state faces a severe shortage of health care professionals (one hospital in western North Carolina was cited as having over 100 vacancies in varied health care positions); this shortage is particularly acute in rural areas and the northeast
- The shortage of nurses in the state is exacerbated by the shortage of nursing faculty
- While increased emphasis on STEM (science, technology, engineering and math) is important, improving students’ writing skills is equally important (noting a lack of



- programs among UNC institutions that bridge the gap between academic writing and professional/technical writing)
- The sheer number of college graduates needed to meet future workforce demands is a daunting challenge
  - Increasing college-going rates among high school students, especially at-risk students, is also challenging (performance in Algebra I and literacy cited as two of the strongest indicators of successful college attainment); technology enhanced tools to remediate middle and high school students should be explored
  - There is a critical need to increase the number of public school teachers qualified to teach in their field
  - The high drop-out rate among minority students must be addressed
  - It is important to educate the public on the depth of challenges facing the state and the need to increase our global competitiveness
  - There is a growing trend of declining higher education attainment among males in general and African American males in particular (it was noted that 60% of Community College students are female)
  - Diversity on UNC campuses must be increased so that students' educational experience better mirrors that of today's diverse society and global economy
  - Improving public education and higher education attainment will help address other issues highlighted in the NC Tomorrow presentation (it was noted that the strongest indicator of health and wellness is educational attainment)

President Bowles concluded the discussion by emphasizing the importance of the Commission's work in light of the trends and challenges discussed, and reiterated the University's commitment to act on the Commission's recommendations.

### **Commission Areas of Focus**

The Commission's general discussion moved to small group discussions centered on three major thematic subject groupings: (1) Higher Education, Energy & Environment, and Technology & Innovation, (2) Workforce & Economics, and (3) Health, K-12, Social Issues.



Commission members were asked to identify specific areas of focus within these thematic subject groupings that would inform the Commission's future work. Group discussions were each lead by a Commission member and facilitated with input from members of the Scholars Council. The small groups reported out their identified areas of focus (see Appendix A), and full discussion among the Commission and Scholars Council members followed. Comments included:

- UNC must determine how to serve underserved areas of the state (such options may include satellite campuses, more distance education and online courses, etc.)
- The role of the non-profit sector should not be forgotten – the non-profit sector has significant economic impact and works to address many of the challenges discussed during today's meeting
- The current structure of our state's education organizations may be outdated, and stronger collaboration between UNC, Community Colleges, and the Public School system must be established
- Rural and underserved areas of the state need more access to technology
- The Community Colleges have long operated in a "demand-driven" environment; UNC should look at the Community College model and focus more strategically on high-need areas
- UNC needs to become more nimble in responding to the state's needs without sacrificing core principals
- Increased strategic focus by UNC needs to become institutionalized though changes in faculty reward systems, more flexibility in career paths to tenure, campus courses of study, and development of curricula and programs
- Being "demand driven" also means creating demand – how can UNC impact future economic opportunities?
- UNC must reach out to "impact educators" – the faith community, community leaders, local heroes – and utilize their resources in connecting with communities
- Motivating students to succeed academically is of critical importance ("If they knew better, they'd do better.")



- Maintaining President Bowles' emphasis on effectiveness and efficiency is important – campuses should improve their facility utilization rates

### **2007 Legislative Update**

Andy Willis, Vice-President for Government Relations, presented a report on actions by the General Assembly during the 2007 Session impacting the University. The General Assembly provided significant and generous budget increases for UNC, including fully funding student need-based aid. Mr. Willis advised that, despite the significant increases in funding provided by the General Assembly during the past two sessions, the UNC system should increase its communications with members of the General Assembly and external stakeholders. An increasing number of members of the General Assembly are not alumni of a UNC constituent campus, so increased communications are needed to ensure that members of the General Assembly understand and support UNC's mission. President Bowles emphasized the need to be wise stewards of state funding and to continue improvements in operating efficiencies within the UNC system.

### **Campus Visits**

Early in the UNC Tomorrow initiative process, President Bowles, Chairman Phillips, UNC Tomorrow staff, and members of the General Administration Council visited each UNC campus to discuss current efforts focused on meeting the needs of state and the campus' region, and barriers to achieving greater levels of engagement. Norma Houston and Tony Caravano presented a summary of the challenges and opportunities identified by campuses during the campus visits (summary reports for each campus visit are available at [www.nctomorrow.org](http://www.nctomorrow.org)). Commission discussion during the presentation included the following observations and comments:

- Increased collaboration between campuses is needed, and provides a cost-effective means to expand UNC's engagement across the state
- UNC's articulation agreement with the Community Colleges should be more consistent and broader across the system



- Receiving state funding for summer enrollment would significantly increase student summer attendance, improve graduation rates, and increase facility utilization
- Alternative career paths for faculty, such as the “Professor of the Practice” model are a growing trend nationally and provide more career opportunities for faculty working in applied fields
- Diversity among faculty and staff at all campuses should be increased
- Administrative differences among campuses, such as tuition rates, cost allocations, and accounting systems, create significant barriers to inter-institutional collaborations

### **Public Input Process Update**

Tony Caravano provided an update on the upcoming 11 Community Listening Forums and the on-line survey that was recently launched. All Commission members were encouraged to identify individuals to be invited to the forums, assist in communicating about the forums, and to attend several forums. The purpose of the Forums and survey is to obtain input from the public on the needs and challenges facing their communities, programs and services they would like to see UNC offer, and assistance UNC can provide in addressing important statewide, regional, and community issues.

### **Conclusion and Adjournment**

Chairman Phillips thanks the Commission members for a thorough and engaging discussion, and adjourned the meeting at 4:00 p.m.



## **UNC Tomorrow Commission Initial Areas of Focus**

At its August 23, 2007 Commission meeting, the UNC Tomorrow Commission identified specific areas of focus to inform its future work in identifying the major issues facing North Carolina to which UNC should respond. These areas of focus were identified through break-out sessions centering around three major thematic areas and developed with input from members of the UNC Tomorrow Scholars Council.

### **Higher Education, Energy & Environment, and Technology & Innovation**

- Greater collaboration among campuses in energy conservation and research
- More incentives for faculty to engage in service to support K-12
- Ensuring that our campuses stay globally competitive
- Using universities to facilitate cooperative collaborations with K-12

### **Workforce & Economics**

- Soft skills development at all degree levels and across disciplines
- Leadership for rural economic development
- Strengthen UNC's mission of economic development and engagement
- Strengthen UNC's role in K-12 education collaborations
- Aging population creates economic imperative for increasing educational attainment of minorities, especially Hispanics, males in general, and African American males in particular
- Rewards and incentives for "engaged" faculty

### **Health, K-12, Social Issues**

- Shortages in quality, University trained professionals (ex. teachers, health care...)
- Mixture of STEM and soft skills training for all UNC graduates
- Innovative recruitment of teachers (pipeline and diversity barriers)
- Loss of diversity from the pipeline between K-12 and University enrollment
- Increased collaboration between UNC and K-12
- Preparation of engaged citizens and graduates
- Enhance the image of the University ("Tell Our Story")