



## **University of North Carolina Tomorrow Commission Meeting May 9, 2007**

The University of North Carolina Tomorrow Commission met in regular session on May 9, 2007, in the Board Room of the General Administration Building, Chapel Hill. Mr. Phillips, the chairman, called the meeting to order at 11:15 a.m.

### **Attendance**

The following Commission members were in attendance:

John Blackburn	Peaches Gunter Blank	Ed Broadwell
Amanda Devore	Dudley Flood	Hannah Gage
Anita Brown-Graham	Peter Hans	Gov. James Holshouser
Brenda Killingsworth	Phil Kirk	Marshall Pitts
Estelle “Bunny” Sanders	Larry Seigler	Craig Souza
Priscilla Taylor	Roland Vaughan	Jim Woodward
David Young	Howard Lee*	Martin Lancaster*
Francis Fontaine*		

*\*ex officio*

Tom Ross and Ruth Shaw participated via conference call.

### **Welcome and Introductions**

Chairman Phillips and UNC President Erskine Bowles welcomed Commission members. Recognizing that the Commission members are outstanding leaders in their respective fields, sectors, and the state as a whole, Chairman Phillips thanked them for their willingness to participate in this important effort. Chairman Phillips also welcomed two special guests of Ms. Brown-Graham who are both 2007 Eisenhower Fellows visiting North Carolina: Shi Zongkai (China) and Dr. David Ndi (Kenya).

Chairman Phillips outlined the purposes and goals of the University of North Carolina Tomorrow initiative, describing it as an 18-month effort designed to make North Carolina’s public University more proactively responsive to the state’s needs both now and in the future. Because today’s economy is shifting and changing rapidly, and because the societal issues



facing the state are becoming increasingly complex and critical, the University must do more to educate students in the skills needed to be successful in today's global, knowledge-based economy, focus research and scholarship on the needs and challenges facing North Carolina and translate the expertise of faculty in ways that broadens the University's impact, and become more engaged with the state through the University's public service mission.

Chairman Phillips then provided a brief overview of the University of North Carolina and the University's three-pronged mission of teaching, research and scholarship, and public service. He noted the University's history of [service to the state and leadership](#).

Chairman Phillips then announced and welcomed the members of the UNC Tomorrow Scholars Council, who will serve as subject matter experts and advisors to the Commission. The fourteen members of the Scholars Council were selected from among almost 60 nominations received from campuses within the University, and are leaders in their respective fields:

Dr. Deborah S. Bosley	Dr. Ruben G. Carbonell
Dr. Keith Debbage	Dr. Dennis Grady
Dr. Ken R. Harewood	Dr. Aminifu Harvey
Dr. Bruce Henderson	Dr. Jim Johnson
Dr. Elizabeth Layman	Dr. Beryl McEwen
Dr. David Oxendine	Dr. Nelson Reid
Dr. Thomas Ricketts	Dr. Michael L. Walden

### **Major UNC Initiatives**

To give the Commission members a context in which to consider the purpose and goals of the UNC Tomorrow initiative, President Bowles highlighted three major initiatives: PACE, Accountability, and University of North Carolina Online.

#### **PACE**

Chief of Staff Jeff Davies presented a brief summary of the work and recommendations made by the President's Advisory Committee on Efficiency and Effectiveness (PACE). Mr. Davies summarized the process by which the Committee reviewed administrative functions within UNC and outlined the Committee's



recommendations designed to achieve greater efficiency, cost-savings, and effective administration both among UNC campuses and within the University as a whole.

### **Accountability**

Dr. Alan Mabe, Vice-President for Academic Planning, presented a brief overview of the UNC Voluntary Accountability Plan and Performance measures designed to set benchmarks for and measure success in achieving clearly identified goals for improvement by UNC and its constituent institutions in the following categories that reflect the University's twelve priorities and seven strategic directions: 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, and private fundraising.

### **The University of North Carolina Online**

Dr. Mabe demonstrated the recently launched "The University of North Carolina Online" website which hosts, on one site, descriptions and links for all online academic courses and degree programs offered by all sixteen UNC constituent institutions. All online courses are taught by faculty at UNC constituent institutions and are of the same quality as on-campus courses. Noting that UNC offers more on-line courses and degree programs than any "virtual university," including the commonly known University of Phoenix, Dr. Mabe highlighted The University of North Carolina Online's potential for greatly expanding the University's educational reach both within and outside of North Carolina.

### **University of North Carolina Tomorrow Initiative Overview**

Norma Houston, Executive Director, and Tony Caravano, Deputy Director, presented an overview of the purpose, process, and goals of the University of North Carolina Tomorrow initiative. The initiative will be undertaken in four phases: preparation, assessment, response, and implementation. The main focus of the preparation phase is to visit all constituent institutions of the University to learn more about ongoing efforts that are responsive to regional and statewide needs. The main focus of the assessment phase is to



conduct a series of community listening forums across the state to hear from the public what it wants and needs from its public University. The Commission will then develop a set of recommendations outlining major issues and challenges facing North Carolina to which the University should respond. During the response phase, the UNC Board of Governors will direct General Administration and constituent institutions to develop plans for strategic action in response to the Commission's recommendations. The implementation phase will be ongoing as the University and its constituent institutions implement the response plans. The Scholars Council will provide subject matter expertise in major areas impacting the state and the University, analyze and draw conclusions from the public input received during the assessment phase, and guide the Commission in developing its recommendations. The Commission will issue its final report and recommendations in December 2007 for Board of Governors' considering in January 2008.

Mr. Caravano highlighted the University of North Carolina Tomorrow website: [www.nctomorrow.org](http://www.nctomorrow.org). All materials related to the University of North Carolina Tomorrow initiative will be posted on the website throughout the initiative.

### **Setting the Stage – Future Trends**

Chairman Phillips highlighted two significant trends impacting the state and the University: the dramatic shift in the state's economy from agriculture and textiles to knowledge-based industries, and the changing demographics of the state resulting from the aging of the "Baby Boomer" population and the growth in the state's Hispanic and Latino population. Chairman Phillips introduced two members of the Scholars Council, Dr. Michael Walden and Dr. Jim Johnson, for presentations on these major trends.

#### **Economic Outlook – the Future is Now**

**Dr. Michael L. Walden**

Dr. Walden outlined major shifts in global, national, and state economic structures, including increasing returns on education, reduced transportation and communication costs, reduced trade barriers, and increased consumer spending on services. All of these shifts result in a knowledge-based economy where economic competition is truly global. During this shift, North Carolina has seen a significant reduction in manufacturing as a share of its



economy, and significant growth in finance and professional services sectors. Job growth in the past three years has been highest in the health and education sectors. The strongest growth in real wages has occurred among college graduates, and the biggest loss in real wages has occurred among high school dropouts, resulting in an increasing “economic divide” within North Carolina. Future economic change will continue to be rapid and unpredictable, is increasingly tied to technological change, skills, and world conditions, and require increasingly more educated citizens to compete successfully in these economic climates.

### **North Carolina’s Demographic Challenges and Opportunities Dr. Jim Johnson**

Dr. Johnson outlined major demographic shifts in North Carolina, and the impact of those shifts on public and higher education and the workforce. From 1990-2000, North Carolina experienced more growth in its immigrant population than any other state in the nation, and continue to rank among the top ten during the current decade. The state’s Hispanic and Latino population is growing at a rate significantly faster than any other racial or ethnic group. The majority of Hispanic and Latino children living in North Carolina live in households with incomes of under \$30,000/year, not owning their home, and parents/heads of household with no college education. This dynamic puts this population of children at risk of failing academically and not achieving college attainment. Dr. Johnson also outlined the significant shift in population as the “Baby Boomer” generation ages. In North Carolina, almost 50% of the workforce is in or older than the “Baby Boomer” generation. This trend has significant implications for the economy as business and industry face significant waves of retirement. The public sector, including the University itself, faces a similar challenge. In the face of a ‘tsunami-like’ wave of retirements in the public and private workforce coupled with significant growth among a population at-risk of not achieving higher educational attainment, the University and the state faces a significant challenge in educating students to not only replace the aging workforce, but to also succeed in the rapidly changing economic and social environment.



### **Conclusion and Adjournment**

Chairman Phillips thanked Dr. Walden and Dr. Johnson for their informative and thought-provoking presentations. He noted that these presentations demonstrate the importance of the work of the University of North Carolina Tomorrow initiative in positing the University to assist North Carolina in responding to these challenges.

Chairman Phillips advised Commission members to look for further information during the course of the summer from the Scholars Council and the UNC Tomorrow staff on other major trends impacting North Carolina, and periodic updates from the staff.

After thanking the Commission members once again for their service to the University, Chairman Phillips adjourned the meeting at 1:30 p.m.