Project objectives

Assess how effectively General Administration is supporting the legislative mandate, strategic priorities and the needs of the institutions

Clarify roles among General Administration, the Board of Governors and institution leadership

Determine specific actions to improve the organizational effectiveness and general efficiency of General Administration in supporting the UNC System priorities and mandates
Methodology featured many inputs to arrive at current-state diagnostic and set of recommendations

**Inputs**
- ~150 interviews with UNC system stakeholders
- ~100 GA employee survey responses
- GA time allocation study by activity
- Information provided by GA
- Selected benchmarking

**Current state diagnostic**
- Synthesis of findings across
  - Sentiment across stakeholders
  - Strategic priorities
  - Role clarity
  - Mapping of GA activities and resource allocation
  - GA strengths and weaknesses
  - Implications

**Recommendations**
- Recommendations to achieve more effective GA in support of the system
  - Strategic priorities
  - Role clarity
  - GA organizational design
  - Enablers

  Frequent engagement with stakeholders to refine recommendations
Five themes on strategic priorities have emerged

Access
*Opportunity for all*

- Notion of ensuring the UNC system is open to opportunity for all raised across many stakeholders

Affordability & Efficiency
*Ensure a UNC education is within the financial means of all in the state*

- Recognition of clear constitutional mandate on affordability but a need for a contemporary definition—a view that efficiency can help achieve affordability

Student Success
*Increase degree attainment and ensure value & relevance for students*

- Consensus that each institution must provide a clear value proposition to students

Economic Impact
*Contribution to the state*

- Several surfaced the need for the UNC system to contribute in many ways to the state

Excellent & Diverse Institutions
*Help institutions achieve excellence against their missions*

- View that the strongest system will be made of strong and unique institutions
A few priority areas for GA to be distinctive identified

**Priority areas for GA to be distinctive**

- Academic priority areas for GA to drive
  - Instructional strategy
  - Student success
  - Online education
  - Transfer & articulation
- Data & analytics
- Enterprise risk management
- External affairs
  - Communications and public relations
  - Advocacy to state and federal leg.
- Institutional performance management
- Leadership acquisition & talent development
  - General Administration
  - Institutional leadership
- Policy formation and response

**Valuable activities, perform pending resources**

- HR policy and support
- International engagement
- IT policy and support
- K16 & Teacher prep
- Safety and emergency preparedness planning
- Shared service: IT hosting
- Shared service: legal affairs
- Shared service: payroll
- Shared service: procurement
- Shared service: University Advancement (e.g., management gift planning)
- Title IX/Clery Act technical assistance and training

**Empower institutions**

- Academic areas for institutions to drive
  - Military engagement
  - Research
  - Career services, incl. internships
- Shared service: enrollment drives
- Shared service: financial aid verification
- Shared service: residency verification

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1. Required only if University Advancement (Shared Services) is done; 2. Includes classification and position management, compensation and salary admin, payroll, benefits admin, employee relations, equal opportunity, policy training; 3. Includes IT Security, system development and maintenance, and training; 4. For example, includes immigration support and other specialized support.
Recommendations span several areas

<table>
<thead>
<tr>
<th>Strategic focus</th>
<th>Role clarity</th>
<th>Enablers</th>
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</thead>
<tbody>
<tr>
<td>1 Align on set of strategic priorities: access, affordability &amp; efficiency, student success, economic impact, and excellent &amp; diverse institutions</td>
<td>2 Clarify and honor roles for BoG, President/GA, and institutions/BoT/affiliates</td>
<td>Rationalize ad-hoc reporting and low-value recurring reporting</td>
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<tr>
<td>3 Ensure Chancellor talent is fully leveraged as part of the President’s team</td>
<td>4 Focus GA on priority roles in support of system strategic priorities and empower institutions where the GA is not well placed to add value</td>
<td>Strengthen relationships</td>
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<tr>
<td>5 Elevate and expand external affairs to provide a powerful voice for the system</td>
<td>Invest in GA lean-ins – improving organizational design and enhancing focus</td>
<td>Instill culture of excellence and innovation across the system</td>
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<td>6 Create a lean strategy and policy unit focused on the system priorities</td>
<td>7 Strengthen the linkage between finance &amp; budget and strategy &amp; policy</td>
<td>Strengthen GA communication both internally and with institutions</td>
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<td>8 Focus academic affairs on a select set of initiatives to catalyze system-wide progress on strategic priorities</td>
<td>9 Institute a holistic approach to institutional and system performance management</td>
<td>Leverage system-wide talent fully</td>
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<td>10 Align and strengthen data &amp; analytics in support of academic affairs, strategy &amp; policy, performance management, and operations</td>
<td>11 Integrate and strengthen enterprise risk management, compliance, and legal affairs</td>
<td>Support the BoG to increase its effectiveness and focus on system priorities</td>
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<td>12 Implement targeted approach for attracting, retaining, and developing leaders in the system</td>
<td>13 Focus Chief of Staff role to support President and coordinate within GA and across institutions</td>
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<td>14 Create an environment to support system success</td>
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Overall recommendations will help drive progress against strategic priorities

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**Stronger role clarity will help rebuild trust across stakeholders and ensure collaboration to advance strategic priorities**

**New Strategy & Policy unit will develop policies in support of system priorities**

**Strengthened focus on external affairs to make GA a stronger advocate for the system**

**Refocused Academic Affairs division spends time on fewer, high value-add areas**

**Lowering the administrative burden by rationalizing reporting and ad-hoc requests will allow GA and institutions to focus on priorities**