THE
UNIVERSITY OF
NORTH CAROLINA
SYSTEM

April 6, 2022 at 10:30 a.m.
Via Videoconference and PBS North Carolina Live Stream
A.K. Hinds University Center, Multipurpose Room (2nd Floor)
Western Carolina University
Cullowhee, North Carolina

AGENDA

OPEN SESSION

January 19, 2022 at 12:15 p.m.
Via Videoconference and PBS North Carolina Live Stream
Center for School Leadership Development, Board Room
Chapel Hill, North Carolina

This meeting of the Strategic Initiatives Committee was presided over by Chair Carolyn Coward. The following committee members, constituting a quorum, were also present in person or by phone: J. Alex Mitchell, Lee Roberts, Anna Spangler Nelson, Ray Palma, and David Powers.

Chancellors participating were Kelli Brown and Brian Cole.

Staff Members present included Dr. Andrew Kelly, and others from the UNC System Office.

A-1. Approval of the Minutes of November 17, 2021 (Item A-1)

MOTION: Resolved, that the Committee on Strategic Initiatives approve the open session minutes of November 17, 2021.

Motion: Anna Nelson
Motion carried

A-2. Project Kitty Hawk Update (Item A-2)

Chair Coward gave a brief reminder of Project Kitty Hawk and invited Dr. Andrew Kelly to give an update on the status of the project.

During the presentation, Governors Nichols, Pope, Holmes, and Fraley asked questions about the structure of Project Kitty Hawk.

Upon completion of Dr. Kelly's presentation, Board members asked various questions regarding Project Kitty Hawk.

A-3. Strategic Plan Update and Refresh (A-3)

Chair Coward invited Dr. Kelly to present on the strategic plan update and refresh.

Dr. Kelly presented on the strategic plan update and refresh.

Governor Mitchell asked Dr. Kelly for comparable data of the UNC System to other systems.

There being no further business and without objection, the meeting adjourned at 1:25 p.m.

_____

Lee Roberts, Secretary

AGENDA ITEM

A-2. Project Kitty Hawk Update .... William Zemp

Situation:	The committee will hear an update on Project Kitty Hawk.
Background:	In the 2021 budget, the North Carolina General Assembly appropriated $97 million to create Project Kitty Hawk, an associated nonprofit organization designed to support digital learning across the constituent institutions of the University of North Carolina System. Project Kitty Hawk will operate as a nonprofit education technology firm that will enable existing System institutions to build and launch programs designed to attract and serve adult learners, including the approximately one million North Carolinians over the age of 25 with some college but no degree.
	In January, the Board of Governors appointed the nine-member board of directors for Project Kitty Hawk, Inc., and the board had its first meeting in February to adopt bylaws and policies and consider the leadership of Project Kitty Hawk, Inc. In the two months since the inaugural board meeting, the president and CEO of Project Kitty Hawk, Inc., started his appointment and made progress in launching the nonprofit organization.
Assessment:	In this session, the committee will hear an update on Project Kitty Hawk.
Action:	This item is for information only.

AGENDA ITEM

A-3. Strategic Plan Refresh Update .... Andrew Kelly

Situation: In January 2017, the Board of Governors passed the University of North Carolina System's Strategic Plan, Higher Expectations. The plan outlines robust goals focused on access, affordability, student success, and economic impact across the System. The plan has entered its last year (2021-22). Over the past three months, System Office staff have led a process to refresh the strategic plan's goals and metrics under the five themes.

Background: The current Strategic Plan spells out goals and metrics in five key themes: access, affordability and efficiency, student success, economic impact and community engagement, and excellent and diverse institutions. After the plan was passed, the System Office established performance agreements with each constituent institution that outlined institution-specific goals and metrics. The 2021-22 academic year is the final year of the current plan.

Over the course of 2022, the president and System Office staff have undertaken an effort to "refresh" the current plan so as to align the goals and metrics under each of the five themes with current priorities and initiatives. The refresh process has included virtual town halls at each constituent institution, a systemwide survey, meetings with university stakeholders, and analysis of data to gather perspectives and ideas for new goals and metrics. The resulting refreshed plan will reflect current Board of Governors priorities, campus-level feedback and suggestions, and projected state needs.

Assessment: The committee will hear a summary of work to date and a preview of potential new goals.

Action: This item is for discussion only.

STRATEGIC PLAN REFRESH

Stakeholder Feedback and Potential Goals
April 6, 2022

Agenda

- Summarize the results of public input:
  - Systemwide survey for all students, faculty, and staff
  - Virtual town halls at all 17 institutions
  - Meetings with affinity groups and key stakeholders

- Preview potential areas of focus

- Next steps

THE **UNIVERSITY** OF
NORTH CAROLINA SYSTEM

Why a Refresh

- The five themes are as relevant as ever.

- We've made significant progress on the existing goals and metrics

- We've implemented new metrics (i.e., Board goals for President Hans—on-time graduation, student debt, productivity); and

- We've identified new priorities (i.e., adult learners; veterans and military-affiliated students; student mental health).

Time to refresh the plan to align five-year System goals with current priorities.

# Public Input: Affinity Groups

- Faculty Assembly
- Staff Assembly
- Association of Student Governments
- Chief Financial Officers
- Chief Academic Officers
- Chiefs of Staff
- Chief Research Officers
- Graduate Council

- Vice Chancellors of Student Affairs
- Military Affairs Working Group
- Diversity & Inclusion Council
- University Library Advisory Council
- Enterprise Risk Management Group

Public Input: Online Survey

More than 4,300 responses as of April 4th

Proportion of Total Survey Respondents by Self-Reported Constituency
(multiple selections allowed)

Constituency	Percentage
Faculty	15%
Administrator	4%
Staff	28%
Current student	37%
Alumni	9%
Community member	3%
Elected official/Other	3%

THE UNIVERSITY OF
NORTH CAROLINA SYSTEM
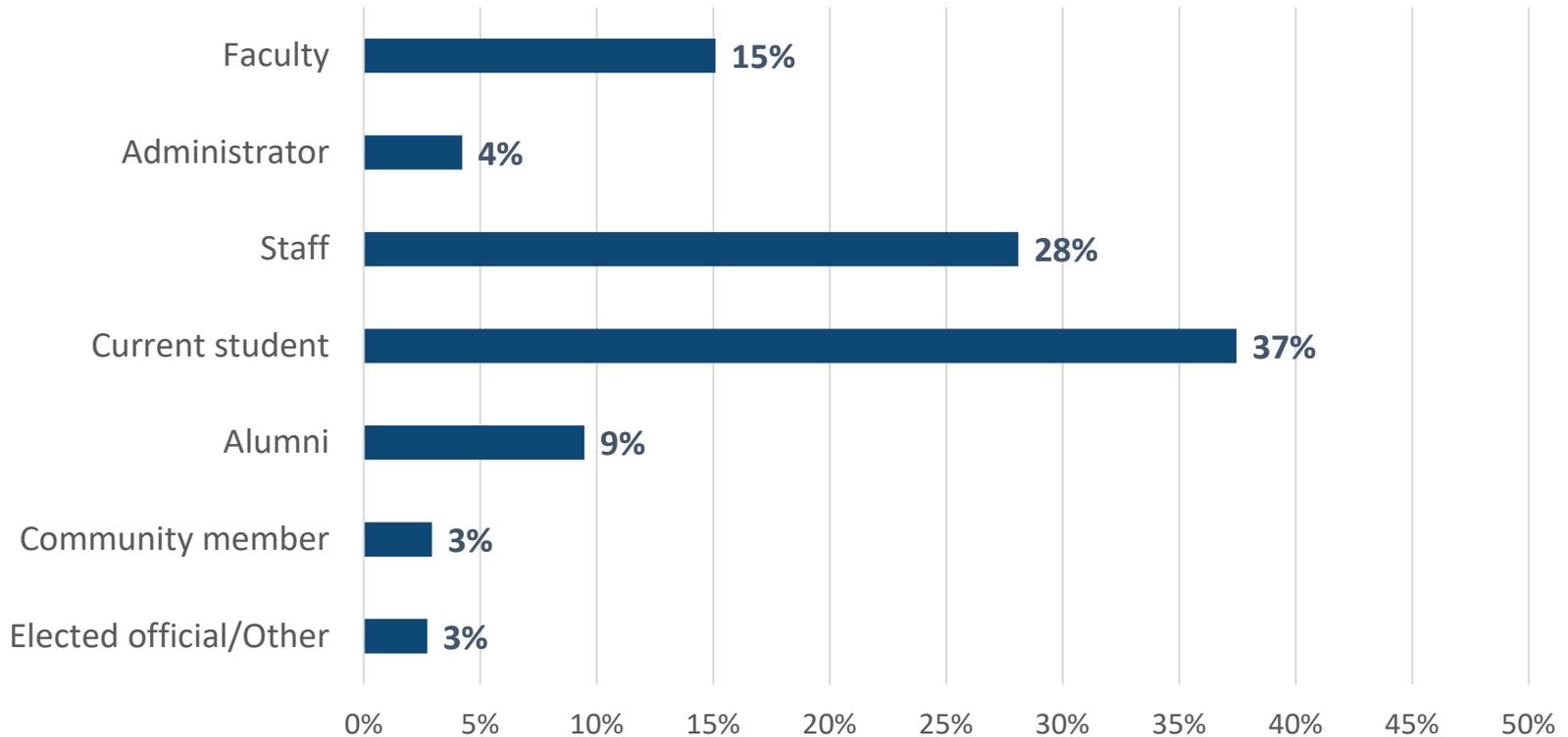
Public Input: Town Halls

- University and System Office leaders hosted virtual town halls at each campus that featured

- **1,600** faculty, staff, students, and community members attended the town halls.

Town Hall Participant Affiliation

Affiliation	Percentage
Faculty	16%
Administrator	16%
Staff	60%
Current student	4%
Community member	1%
Elected official/Other	3%

THE **UNIVERSITY** OF
NORTH CAROLINA SYSTEM
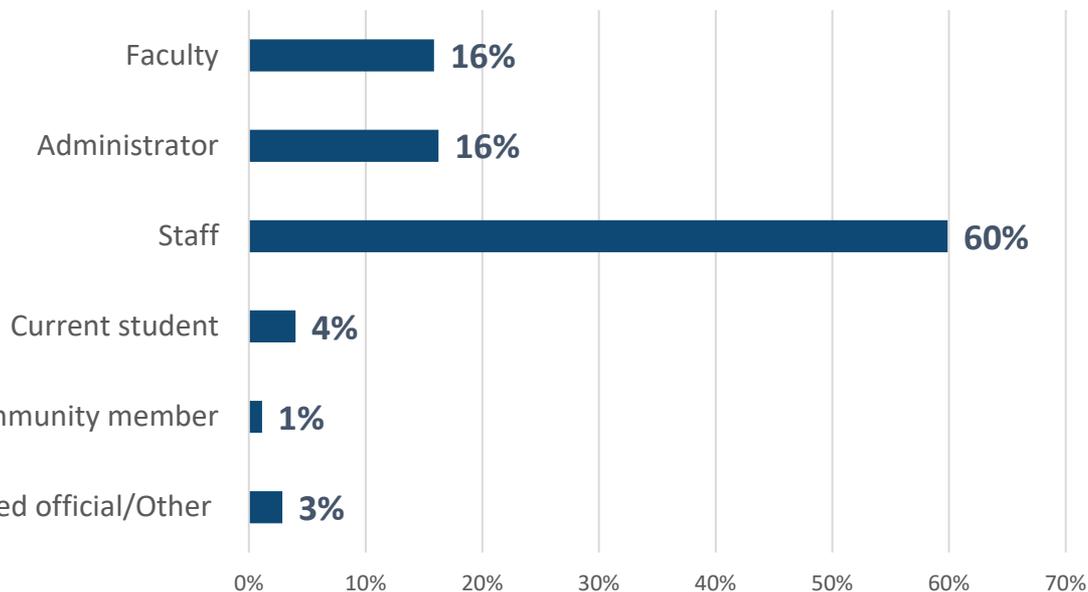
WHAT WE HEARD

Current Theme Definitions: Agree or Disagree?

Percent of Survey Respondents who "Agree" or "Somewhat Agree" with Current Theme Definitions	
Access	93%
Student Success	94%
Affordability and Efficiency	84%
Economic Impact and Community Engagement	96%
Excellent and Diverse Institutions	87%

Access

When asked "which areas should the UNC System focus on as it refreshes its five-year goals for Access?" the following areas were most likely to be among respondents' top three:

Increasing retention and graduation rates of underrepresented groups (i.e., low-income, underrepresented minority students, adult and military-affiliated learners) — **64%**

Increasing access for students from low-income families — **60%**

Increasing access for underrepresented minority students — **42%**

THE **UNIVERSITY** OF **NORTH CAROLINA SYSTEM**

9

Student Success

When asked "which areas should the UNC System focus on as it refreshes its goals for Student Success?" the following areas were most likely to be among respondents' top three:

	Area	%
	Increasing opportunities for graduates to develop the knowledge and skills necessary for success in the 21st century	70%
	Improving student mental health and resilience	65%
	Increasing post-graduation success (employment and job satisfaction, pursuit of further education)	64%

Affordability and Efficiency

When asked "which areas should the UNC System focus on as it refreshes its goals for Affordability and Efficiency?" the following areas were most likely to be among respondents' top three:

Limiting increases in the full cost of attendance — 78%

Limiting or reducing student debt at graduation — 67%

Increasing the availability of need-based financial aid — 54%

Economic Impact and Community Engagement

When asked "which area should the UNC System focus on as it refreshes its goals for Economic Impact and Community Engagement?" the following areas were most likely to be among respondents' top three:

Increase the contribution of UNC institutions in solving the challenges facing communities throughout the state — **66%**

Increase the production of credentials in K12 education — **44%**
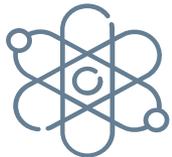
Increase the production of credentials in STEM fields — **42%**

Excellent and Diverse Institutions

When asked "which area should the UNC System focus on if it wishes to improve the Excellence and Diversity of its institutions?" the following areas were most likely to be among respondents' top three:

Improving engagement, retention, and satisfaction of faculty and staff — **75%**

Ensuring equitable compensation based on field, skill, and experience — **70%**

Attracting and retaining a more diverse workforce — **46%**

Major themes heard at the town halls

- Refreshed plan should pay increased attention to the importance of the **research enterprise and graduate education** to the University System's mission.

- Continue to emphasize **access and success for underrepresented students**, including first-generation students, those from low-income backgrounds, and minority students.

- Prioritize **improvements in the employee experience**, including compensation, retention, and professional development.

- Ensure recruitment, retention, and engagement of a **diverse workforce** that reflects state and student demographics.

- Acknowledgment that **wellness/mental health** of faculty and staff as well as students should be identified as a priority area.

DRAFT AREAS OF FOCUS

Potential Areas of Focus

Student Access

- Access for **adult learners**
- Access for **military-affiliated students**
- Access for **low-income** students
- Seamless pathways for **transfer students**
- Closing **equity gaps** by race/ethnicity, income, and geography

Student Success

- Increase the **four-year graduation rate**
- Increase the number of bachelor's degrees per 100 FTE (**Undergraduate Degree Efficiency**)
- Set goals for **student success after graduation** (e.g. labor market outcomes, social & economic mobility)
- Increase graduate student retention and degree completion

Access

UNC System Undergraduate Enrollment Students Age 25 or Older

Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
27,168	26,451	26,420	26,132	25,737	25,474	25,551	25,534	25,765	24,928
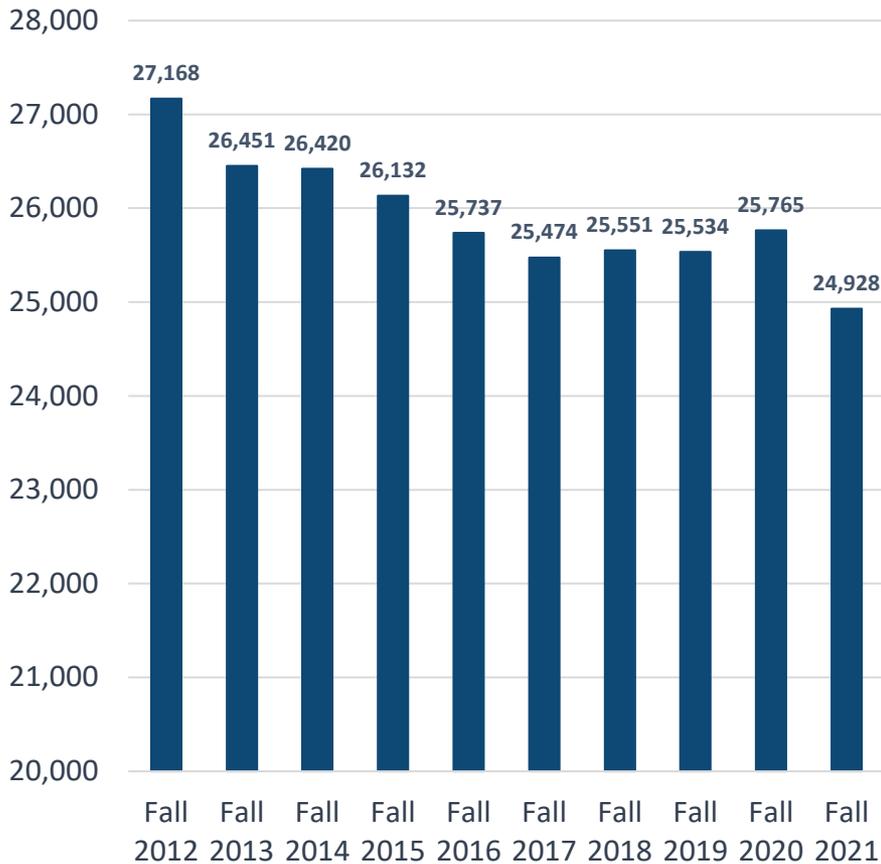
UNC System Military Affiliated Student Enrollment

Fall 2019	Fall 2020	Fall 2021
19,204	20,570	20,455

Source: UNC Student Data Mart. Adult enrollment includes full-time and part-time, degree-seeking and non degree seeking undergraduate students age 25 or older. Military affiliated enrollment includes both undergraduate and graduate students.
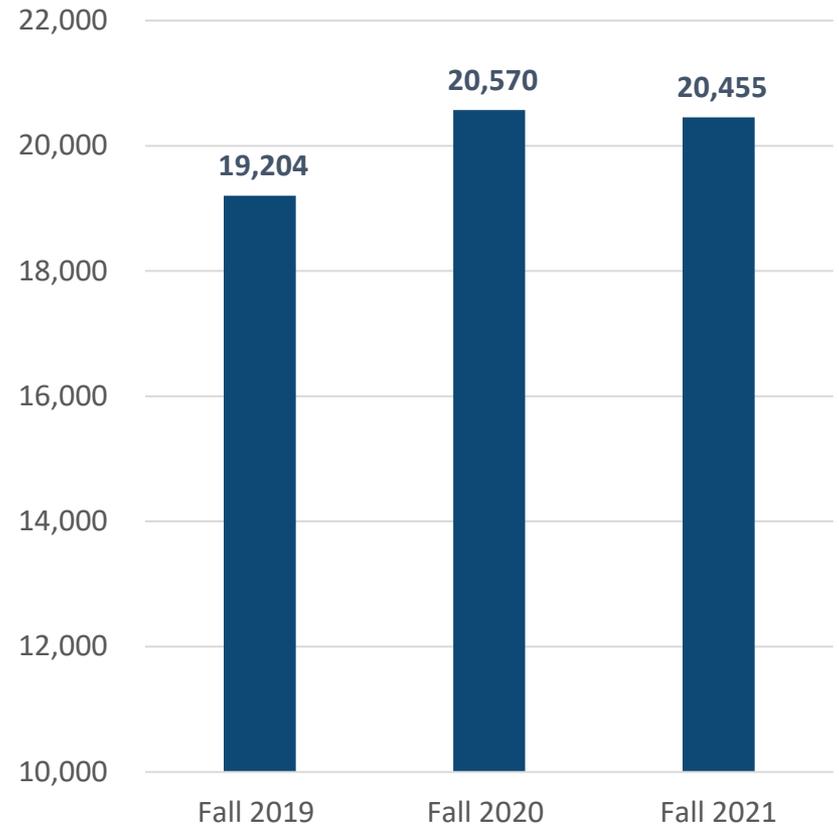
Student Success

UNC System Graduation Rates

	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
5-Year Graduation Rate	64.7%	66.0%	67.2%	69.0%	70.8%	71.8%	72.1%	72.7%	
4-Year Graduation Rate	42.9%	44.4%	46.0%	47.9%	50.6%	52.1%	54.0%	55.5%	55.0%

— 4-Year Graduation Rate — 5-Year Graduation Rate

THE **UNIVERSITY** OF **NORTH CAROLINA SYSTEM**
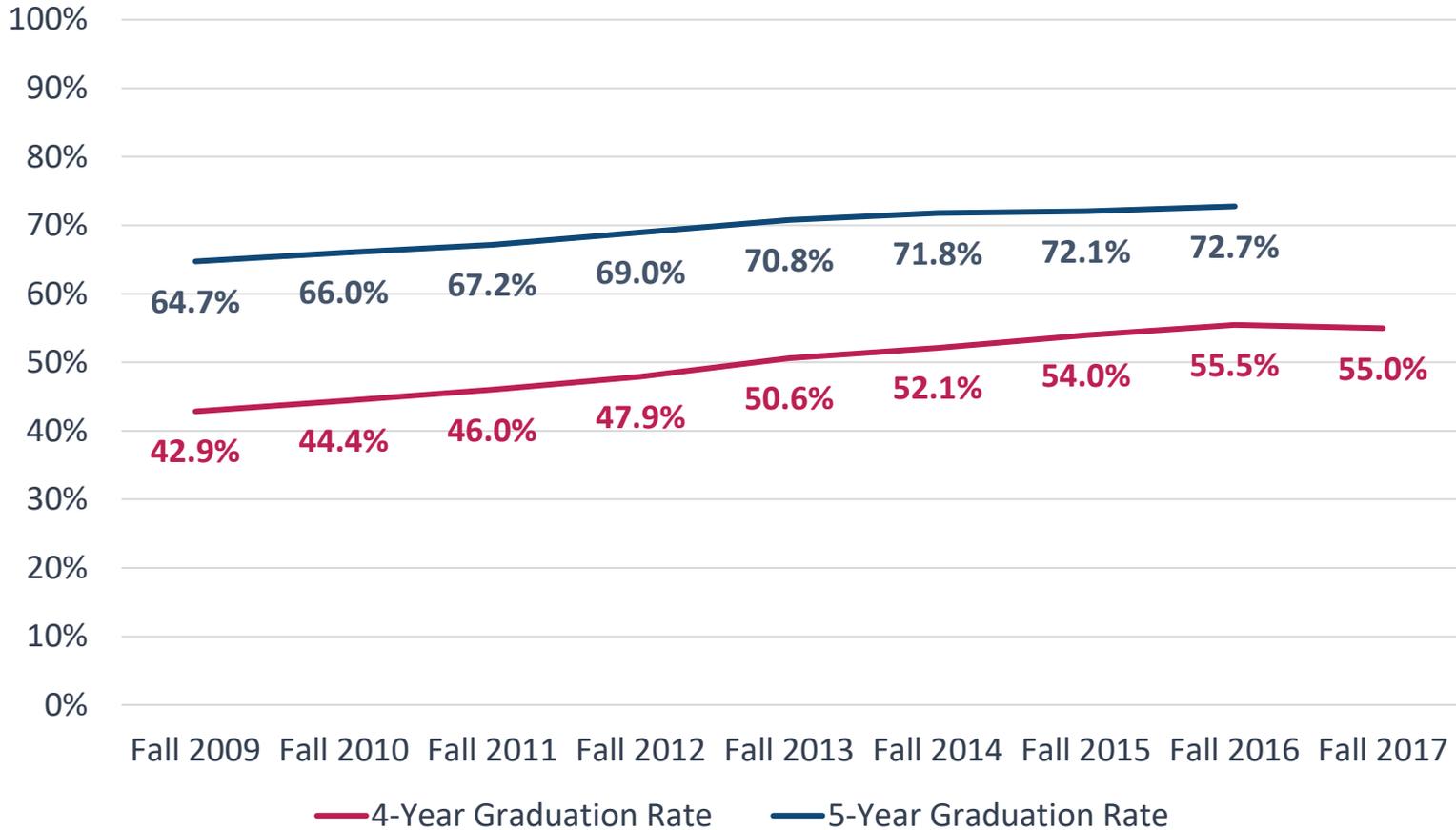
Student Success

4-year Graduation Rates by Student Demographic Group Compared with System-Wide Average

Source: UNC Student Data Mart. Includes first-time, full-time, degree-seeking undergraduate students graduating from any US University.

THE UNIVERSITY OF NORTH CAROLINA SYSTEM

19
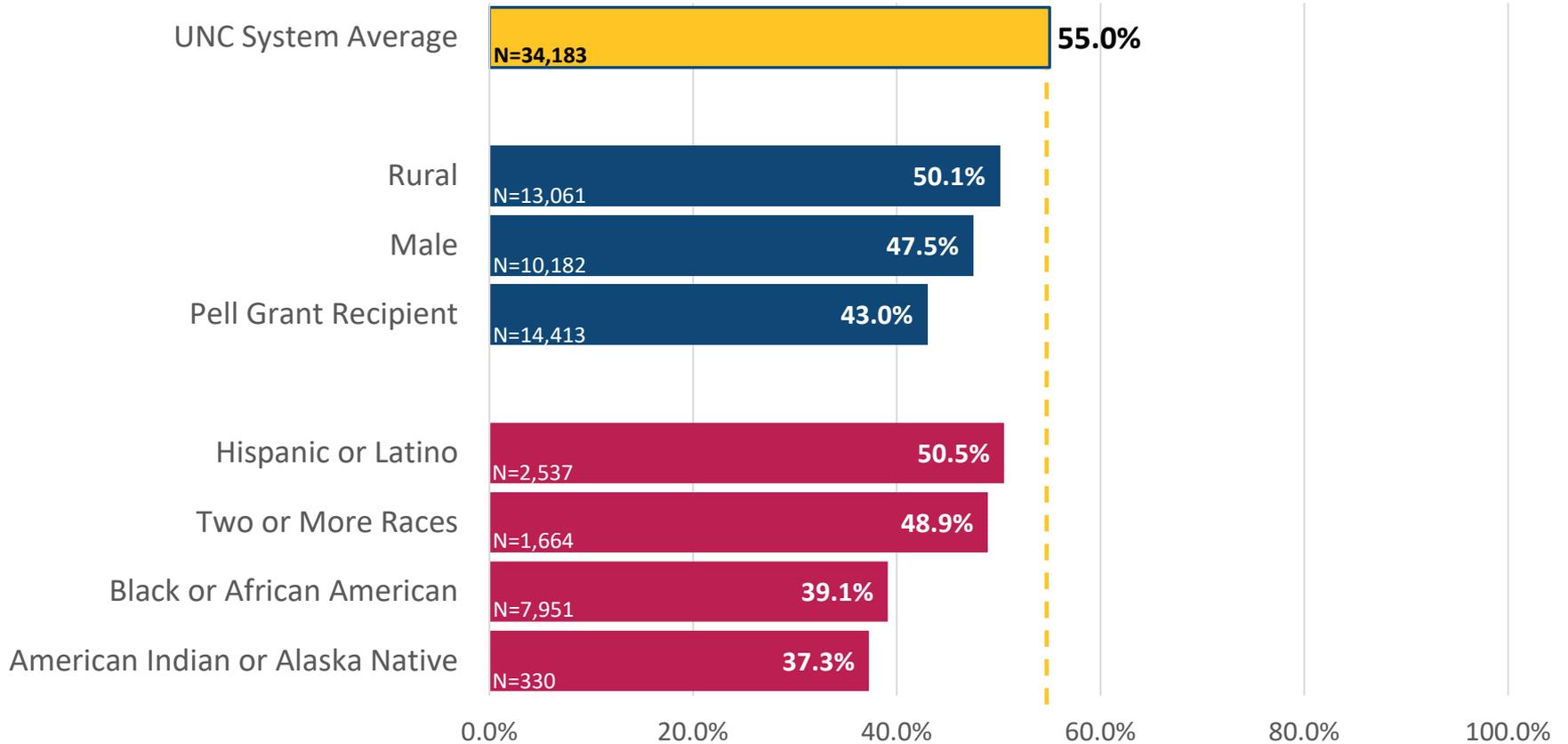
Potential Refinements & Additional Areas of Focus

Affordability & Efficiency

- Reducing **student debt** at graduation
- Increasing university **productivity** (education & related expenses per degree)

Economic Impact & Community Engagement

- Increase the number of graduates in **critical workforce fields**
- Increase the number of graduates working in NC K12 schools
- Increase **research productivity**

## Excellent & Diverse Institutions

- Improvements in **employee experience**
- Faculty, staff, and student **mental health**
- **Mission-focused** performance metrics
- Measures of **diversity & inclusion** (recruitment, retention, and engagement)

Affordability and Efficiency

Average Cumulative Debt at Completion of a Bachelor's Degree

First-Time, Full-Time Freshmen: $14,607, $14,670, $14,472, $13,949, $13,257, $12,788

New Transfer Students: $13,974, $13,164, $13,160, $12,527, $12,087, $11,377

FY 2016, FY 2017, FY 2018, FY 2019, FY 2020, FY 2021
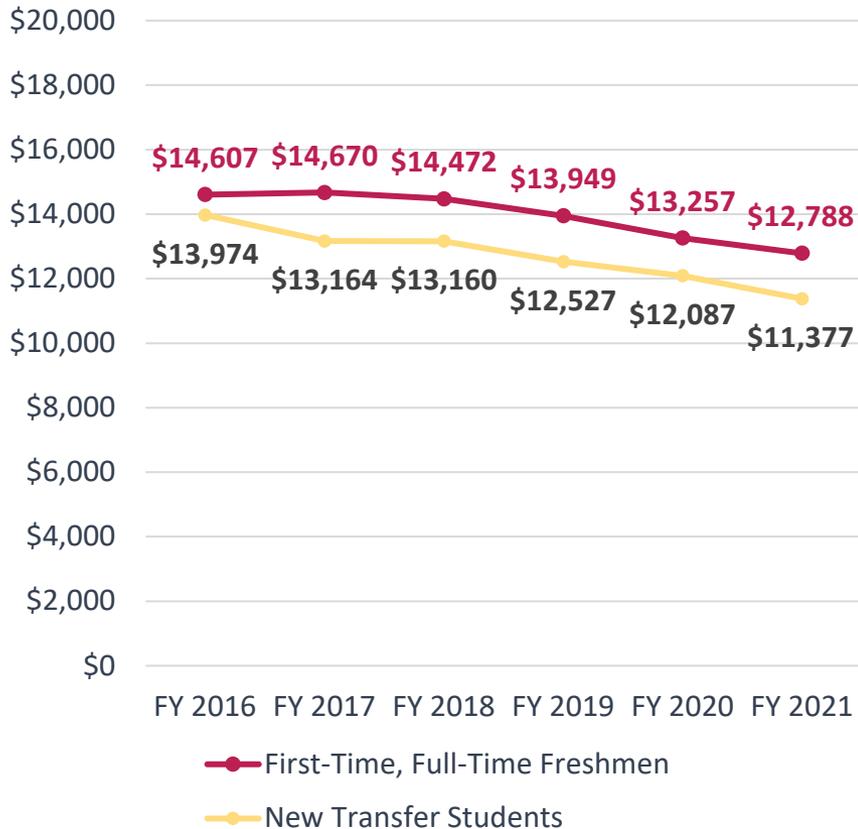
Education and Related Expenses per Degree

$68,802, $71,537, $68,640, $68,352, $65,295, $62,331

FY 2016, FY 2017, FY 2018, FY 2019, FY 2020, FY 2021
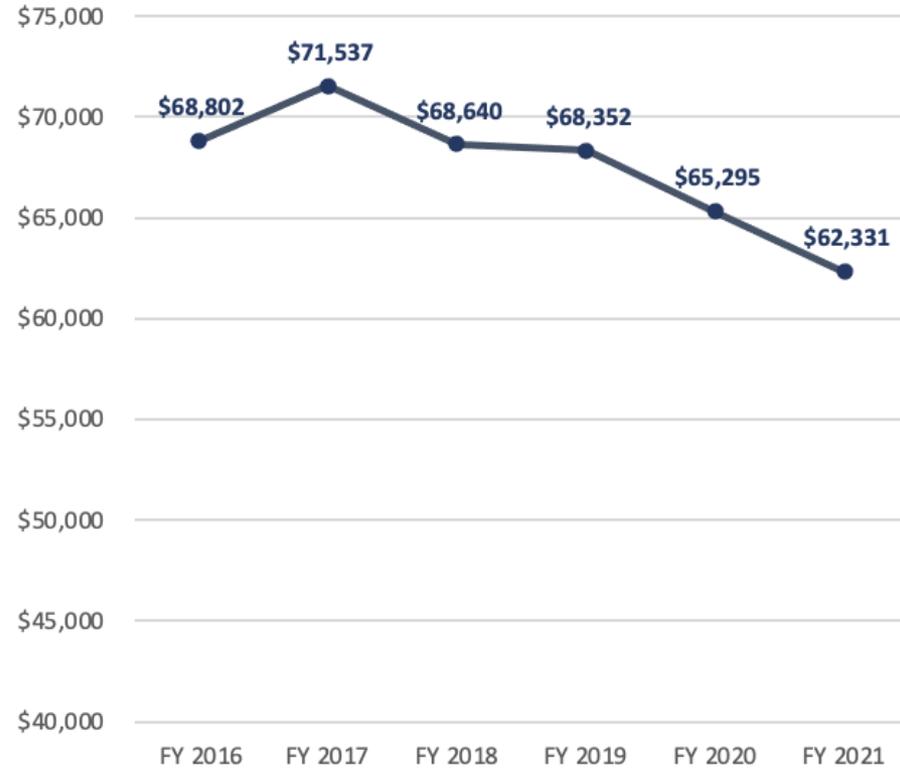
Debt data include all federal loans except for Parent Plus loans. Data excluded students taking longer than 10 years to graduate. Average calculation includes students with zero debt.

Economic Impact and Community Engagement

UNC System Critical Workforce Degrees

18,281

15,805

13,397

12,163

8,122

6,350

2014-15 2015-16 2016-17 2017-18 2018-19 2019-20 2020-21

—— Health Sciences —— STEM
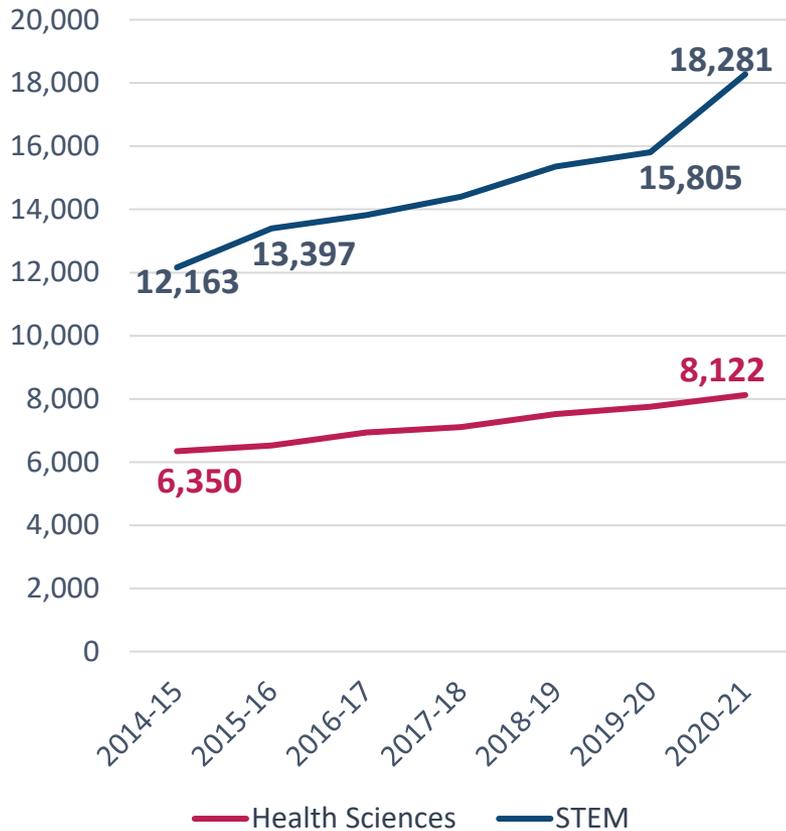
Total UNC System Graduates Working in North Carolina Public K-12 Schools*

69,566

67,376

2016-17 2017-18 2018-19 2019-20 2020-21
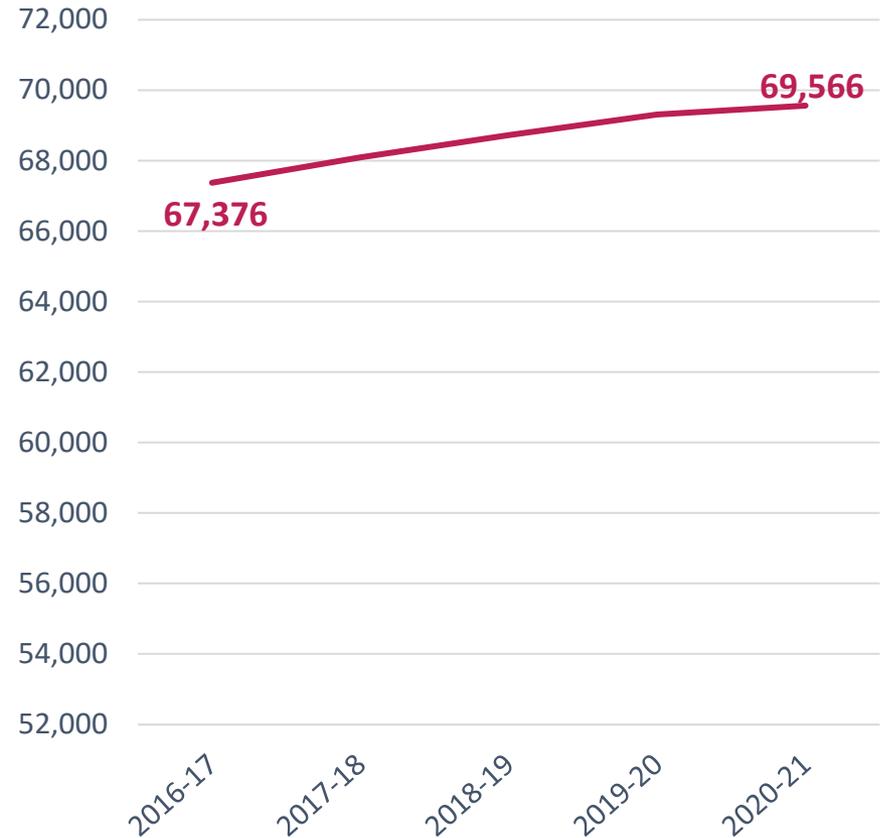
*Data include all UNC System graduates working as a certified classroom teacher, assistant principal, principal, district leadership, or other certified staff in a public k-12 school in North Carolina.

22

Economic Impact and Community Engagement

UNC System Research Productivity (in Billions)

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Research and Development Expenditures	$1.600	$1.705	$1.766	$1.839	$1.916	$1.938	
Sponsored Research and Licensing Income	$1.352	$1.446	$1.570	$1.492	$1.665	$1.742	$1.749

— Sponsored Research and Licensing Income   — Research and Development Expenditures

THE **UNIVERSITY** OF
NORTH CAROLINA SYSTEM

Source: Sponsored Research and Licensing Income is the current strategic plan metric and measures the amount of revenue from research and development sponsored program awards and licensing income in a given fiscal year. Research and Development is reported on the NSF HERD Survey and measures expenditures for R&D activities from the institution's current operating funds. Does not include institutions that did not report (UNCP, UNCSA) or NCSSM.

THE **UNIVERSITY** OF
NORTH CAROLINA SYSTEM