



MEETING OF THE BOARD OF GOVERNORS
Committee on Strategic Initiatives

September 21, 2022 at 10:00 a.m.
Via Videoconference and PBS North Carolina Livestream
UNC System Office
140 Friday Center Drive, Room 128
Chapel Hill, North Carolina

AGENDA

OPEN SESSION

- A-1. Approval of the Minutes of May 25, 2022.....David Powers
- A-2. Panel Discussion: The Changing Landscape of Public University Leadership.....David Powers
Cole Clark, Deloitte
Christina Spotts, Deloitte
Mark Becker, Association of Public & Land-Grant Universities
- A-3. Campus Perspectives on Higher Education Leadership.....David Powers
Wade Maki, University of North Carolina, Greensboro
Crystal Woods, North Carolina school of Science and Mathematics
McKenzy Heavlin, North Carolina State University
- A-4. Adjourn

Additional Information:

1. "Pathways to the University Presidency," Deloitte and Georgia Tech Center for 21st Century Universities, 2017.



MEETING OF THE BOARD OF GOVERNORS
Committee on Strategic Initiatives

May 25, 2022, at 2:00 p.m.
Via Videoconference and PBS North Carolina Livestream
UNC System Office
140 Friday Center Drive, 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, Michael Williford, and David Powers.

Anna Spangler Nelson and Ray Palma were absent.

Chancellors participating were Kelli Brown and Brian Cole.

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

1. Approval of the Minutes of April 6, 2022 (Item A-1)

The chair reminded all members of the committee of their duty under the State Government Ethics Act to avoid conflicts of interest and the appearances of a conflict of interest. The chair asked if there were any conflicts or appearances of conflict with respect to any matter coming before the committee. No members identified any conflicts at the time.

The chair next called for a motion to approve the open session minutes of April 6, 2022.

MOTION: Resolved, that the Committee on Strategic Initiatives approve the open session minutes of April 6, 2022, as distributed.

Motion: David Powers

Motion carried

2. Strategic Plan Refresh Update (A-2)

Chair Coward invited Dr. Kelly to present an update on the Strategic Plan refresh process.

Dr. Kelly presented on the Strategic Plan update and refresh.

Chair Coward called for a motion to vote to approve the refreshed Strategic Plan goals and metrics.

MOTION: Resolved, that the Committee on Strategic Initiatives approve the refreshed Strategic Plan goals and metrics and bring for a vote to full Board.

Motion: Michael Williford

Motion carried

3. Adjourn

There being no further business and without objection, the meeting adjourned at 2:54 p.m.

Lee Roberts, Secretary

AGENDA ITEM

A-2. Panel Discussion: The Changing Landscape of Public University

Leadership.....David Powers
Cole Clark, Deloitte
Christina Spotts, Deloitte
Mark Becker, Association of Public & Land-Grant Universities

Situation: The Committee on Strategic Initiatives will examine the new demands on public university leaders and the implications for policy, process, and practice. Based on a series of discussions during the fall, as well as feedback collected from university stakeholders, the committee shall identify the skills, attributes, experience, and supports that are most important to effective campus leadership today and in the future, as well as any recommended changes to policy, process, and practice.

Background: Higher education faces an unprecedented leadership challenge. Senior leadership roles are simultaneously more complex, demanding, and accountable than ever before, and surveys suggest that the skills necessary for success as a university chancellor are distinct from those that were most important in the past. While skills demands have evolved and increased, so has turnover, meaning university and system boards will be searching for and appointing new leaders more frequently. These trends have implications for the University of North Carolina System.

Over the course of fall 2022 and early winter 2023, the Committee on Strategic Initiatives will host a series of discussions focused on the state of higher education leadership nationally and the opportunities for enhancing the development, recruitment, and selection of leaders in the UNC System. The sessions will feature expert speakers from within and outside the UNC System, research by System Office staff on policies and practices in other states, and identification of potential areas for refinement to policy and practice. In addition, the committee, with support of System Office staff, will collect insights from current and former chancellors, senior university leaders, faculty, staff, and students.

Assessment: The Committee on Strategic Initiatives will hear from former Georgia State University President Mark Becker and Deloitte's Cole Clark and Christina Spotts on the evolving roles and skill sets of public higher education leaders.

Action: This item is for discussion only.

Mark P. Becker, PhD

Mark Becker has a more than 35-year career in higher education, including appointments at the University of Florida, University of Washington, University of Michigan, and leadership positions at the University of Minnesota and University of South Carolina. From January 2009 to August 2021, he was the seventh president of Georgia State University (GSU). He currently is an Executive-in-Residence at GSU, and, effective September 1, 2022, he will be President of the Association of Public & Land-Grant Universities. Becker attended Harford (Md.) Community College, earned his bachelor's degree in mathematics from Towson State University, and his doctor's degree in statistics from the Pennsylvania State University.

Cole Clark, Managing Director, Higher Education, Deloitte

Cole Clark is a managing director within the Higher Education sector at Deloitte Services LP. He has more than 30 years global experience engaging with education and non-profit research organizations, with a focus on the enabling capabilities of technology within the unique culture and context of education and research. Prior to Deloitte, Clark served as Global Vice President for Education and Research at Oracle Corporation, serving clients across the major functional areas of the academic enterprise, including student lifecycle, HR, and finance. He has also held a variety of education-focused roles with Sun Microsystems, Inc. and Apple, Inc.

Christina Spotts, Senior Manager, University Relations

Christina Spotts leads Deloitte's University Relations (UR) program, which focuses on bringing the best of Deloitte and receiving the best for Deloitte across a portfolio of Deloitte's most strategic university relationships. Through UR, Spotts leads Signature Program efforts and helps to advise senior academic executives, strengthen Deloitte's brand on campus, and position Deloitte as a trusted advisor for 1000+ students, faculty, and administrators annually. She is responsible for building and coaching high-impact teams of passionate UR school alumni to amplify the collective impact of recruiting, fundraising, client service, and relationship building efforts to drive to desired results. Christina also manages a coordinated approach to communication, knowledge sharing, volunteering, and philanthropy for 21,000+ UR school alumni.

AGENDA ITEM

- A-3. Campus Perspectives on Higher Education LeadershipDavid Powers
Wade Maki, The University of North Carolina at Greensboro
Crystal Woods, North Carolina School of Science and Mathematics

Situation: The Committee on Strategic Initiatives will examine the leadership challenges facing higher education, and the implications for policy, process, and practice. Based on all the information collected, the committee shall identify the skills, attributes, experience, and supports that are most important to effective campus leadership today and in the future, as well as any recommended changes to policy, process, and practice. In this session, UNC System faculty, staff, and students will share their thoughts on the competencies, skills, and characteristics needed for the chancellor position.

Background: Higher education faces an unprecedented leadership challenge. Senior leadership roles are simultaneously more complex, demanding, and accountable than ever before, and surveys suggest that the skills necessary for success as a university chancellor (also known as a president in other systems) are distinct from those that were most important in the past. While talent demands have evolved and increased, so has turnover, meaning university and system boards will be searching for and appointing new leaders more frequently. These trends have implications for the University of North Carolina System.

Over the course of fall 2022 and early winter 2023, the committee will host a series of discussions focused on the state of higher education leadership nationally, and the opportunities for enhancing the development, recruitment, and selection of leaders in the UNC System. The sessions will feature expert speakers from within and outside the UNC System, research by System Office staff on policies and practices in other states, and identification of potential areas for refinements to policy and practice. In addition, the committee, with support of System Office staff, will collect insights from current and former chancellors, senior university leaders, faculty, staff, and students.

Assessment: The Committee on Strategic Initiatives will hear from representatives of different university constituencies, including faculty, staff, students, and trustees, about their perspectives on the evolving role of university leaders.

Action: This item is for discussion only.