

Item 2. April-June 2014 Strategic Directions Dashboard Report

Situation: The attached dashboard summarizes the implementation status of tasks contained in the Strategic Directions Plan.

Background: The Strategic Directions Plan calls for quarterly meetings of the Committee on Strategic Planning where the President will submit regular and detailed reports on a regular basis. The Committee will provide updates to the Board at each of these meetings.

Assessment: Plan tasks underway are on track.

Action: This is an information item.

OUR TIME, OUR FUTURE UNC STRATEGIC DIRECTIONS PLAN 2013-2018

QUARTERLY IMPLEMENTATION DASHBOARD REPORT

Status for April-June 2014






Version: July 22, 2014

Prepared for: Board of Governors Committee on Strategic Planning
Submitted by: President Tom Ross





The following reports are provided to the Board of Governors' Committee on Strategic Planning in order to assist members in monitoring UNC's progress toward accomplishing the Strategic Directions Plan goals:

1. **Strategic Directions Quarterly Implementation Dashboard Report:** Detailed report providing implementation information for each Action Item in the Strategic Plan. Information is organized according to its Implementation Category (Completed, Underway or in planning with existing resources, Funded by \$3 million Strategic Plan budget, On-hold due to insufficient resources)
2. **Proposed Strategic Plan Budget Allocations for FY 2014-15:** The \$3 million Strategic Plan budget has been adjusted to reflect a proposed reallocation of funds to advance initiatives in FY 2014-15. The proposed allocation of funds is dependent on the General Assembly's approval of the BOG's short-session budget request. Final recommendations will be shared with the Committee on Strategic Planning in September.
3. **Attachment – Strategic Plan Action Items:** In order to create a concise implementation status report, the verbiage associated with Action Items was condensed. As appropriate, Action Items were also consolidated. For reference, this attachment provides the full description of each Action Item, as reflected in the Strategic Directions Plan, and also specifies the Action Items that have been consolidated.

Note: For the “Completed” implementation category, Action Items highlighted in **Yellow** reflect a new development since the last quarterly dashboard report that was shared with the Committee on Strategic Planning in April. Furthermore, Action Items with recurring annual requirements are tracked on a fiscal year basis and will be “re-started” for implementation and tracking at the beginning of each fiscal year. As appropriate, the applicable fiscal year for which a requirement has been met appears in parentheses.

STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT For Period Ending June 30, 2014						
Implementation Category: Completed						
Action Item		Project Lead(s)	Overall Performance	% Complete	Schedule	
					Start Date	End Date
Strengthen and Diversity a Changing Pipeline						
1.A.2	Grow College Application Week to serve high schools with low-income populations	Dixon		100% (2013-14)	03/01/13	03/31/14
Improve Retention and Graduation Rates						
1.B.1	Implement student success initiatives, including early warning systems Included in legislative short-session budget request	Dixon		100% (2013-14)	07/29/13	10/30/15
Military And Veteran Population						
1.E.3	Establish system-level support and logistical assistance, including implementation of NC MEPS (Phase I - completion of site build and content development. Phase II - content refinement and additional modules)	Rhinehardt		100% (Phase I)	06/03/13	07/01/14
1.E.4	Establish academic advising centers at Fort Bragg and Camp Lejeune	Rhinehardt		100%	06/03/13	10/31/13
1.E.7	Create a website	Rhinehardt		100%	04/13	09/17/13

Implementation Category Color Coding





 Completed
  Underway or in planning with existing resources
  Funded by \$3M Strategic Plan Budget
  On hold

STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT
For Period Ending June 30, 2014

Implementation Category: Completed








Action Item		Project Lead(s)	Overall Performance	% Complete	Schedule	
					Start Date	End Date
Set Core Competencies For General Education Programs						
2.B.1, 2.C.2.b	Complete Phase I of the Comprehensive Articulation Agreement. By January 2014, receive recommendations from General Education concerning common core competencies and other key information (refer to 2.B.1.a for Phase II implementation).	Ortega/Stewart	<div></div>	100% (Phase I)	07/01/13 (11/12)	01/31/14
2.B.2	Appoint a General Education Council, and consider key areas for inclusion in a core set of system-wide general education competencies	Stewart/ Ortega	<div></div>	100%	04/01/13 (03/13)	01/31/14
2.B.5	Ensure all general education courses meet transfer-level SACS standards	Ortega	<div></div>	100%	06/13	08/13
Become A National Leader In The Assessment Of Student Learning Gains						
2.C.1.a	Ensure campuses report to the Voluntary System of Accountability (VSA) annually	Henz	<div></div>	100% (2013-14)	03/13	04/13
2.C.1.b	Publish expected learning outcomes for each degree program on campus’ websites	Henz	<div></div>	100%	08/13	10/10/13
2.C.1.c	Make licensure pass rates more accessible	Cohen-Vogel	<div></div>	1000%	04/13	02/14
2.C.4.a	By May 2014, complete alumni satisfaction survey. Conduct surveys at 1-year, 5-year, 10-year, and 20-year intervals after graduation.	Henz	<div></div>	100%	07/29/13	05/30/14
Implement A Comprehensive E-Learning Strategy						
2.D.1	Eliminate distance education tuition charges for full-time on-campus students	Perusse	<div></div>	100%	Guidance provided in April. To be implemented for the 2014-15 academic year	

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STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT
For Period Ending June 30, 2014

Implementation Category: Completed

Action Item		Project Lead(s)	Overall Performance	% Complete	Schedule	
					Start Date	End Date
2.D.2	Extend UNC's reach to new audiences	Ross/Rascoff		100%	07/29/13	04/14 (12/30/13)
2.D.4.a	Course Redesign: Develop RFP that provides incentives to faculty to leverage technology in the redesign of courses (Annually, beginning September 2013)	Chapman (Transitioned to Stewart/Rascoff moving forward)		100% (2013-14)	06/13	07/31/13
2.D.4.e	President, in consultation with the UNC Faculty Assembly, will appoint a working group to develop and recommend a University-wide process for ensuring faculty have the skills required to develop and deliver high-quality online coursework	Chapman/ O'Hara		100%	06/03/13	12/31/13
2.D.4.c	Deliver faculty development that focuses on formative assessment and learning analytics in teaching (annually)	Rascoff		100% (2013-14)	06/01/13	5/1/2014 for '13-'14 academic year (11/13/13)
2.D.5	Initiate and implement primary market research on key target audiences, develop RFP, award contract with May 2014 due date	Rascoff		100%	07/29/13	08/29/14
2.D.5.f	Benchmark online course completion rates and student learning outcomes against the traditionally delivered equivalent.	Henz		100%	07/01/13	09/01/13
2.D.10	Expand UNC Online Exchange for World Languages	Rascoff		100%		

Implementation Category Color Coding



Completed



Underway or in planning with existing resources



Funded by \$3M Strategic Plan Budget







On hold

STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT
For Period Ending June 30, 2014

Implementation Category: Completed

Action Item		Project Lead(s)	Overall Performance	% Complete	Schedule	
					Start Date	End Date
Teacher Quality Research						
2.F.2	Strengthen teacher quality, expand outcome-based research, report annually to BOG	Chapman	<div></div>	100% (2013-14)	07/29/13	02/27/15 (8/29/14)
Help Meet The Growing Healthcare Needs Of The State Through Innovative Research						
3.D.4	Develop doctor of nursing practice (DNP) programs in UNC	Ortega/Brown	<div></div>	100%	06/03/13	07/29/13
Mission Review and Refinement						
4.A.1	Review all campus mission statements	Ross/Ortega	<div></div>	100%	07/29/13	06/14 (11/08/13)
Operational and Administrative Savings						
4.B.3	Non-instructional personnel costs	Perusse	<div></div>	100%	03/1/14 (03/31/14) (11/01/13)	10/31/14 (03/31/14)
Program Monitoring, Evaluation and Implementation						
4.F.1	Expand the capacity to implement efficiency initiatives through the transition of UNC FIT to the Division of Compliance and Operational Efficiency	Craig	<div></div>	100%	02/13	07/1/14





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NOTE: Start and end dates have shifted for a few Action Items. Where this is the case, the baseline dates appear in parentheses.







STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT For Period Ending June 30, 2014						
Implementation Category: Underway or in Planning with Existing Resources						
Action Item		Project Lead(s)	Overall Performance	% Complete	Schedule	
					Start Date	End Date
Strengthen and Diversify a Changing Pipeline						
1.A.1	Implement Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP)	Chapman	<div></div>	72%	07/17/13	07/11/19
1.A.4	Build on success of EDUMetric data and accountability	Dixon	<div></div>	25%	04/14	02/15
Military And Veteran Population						
1.E.2	Develop a system-wide recruiting strategy for the military-affiliated student population	Rhinehardt/ Rascoff	<div></div>	75%	10/1/2013	06/30/15
1.E.5	Streamline admission/transfer policies for military and veteran population	Rhinehardt	<div></div>	80%	06/29/13	07/31/14 (04/30/14) (02/1/14)
1.E.6	Incentivize faculty to develop flexible online courses <div>Included in short-session request</div>	Rascoff	<div></div>	75%	03/01/14	08/15/14
1.E.8	Create and utilize faculty and staff development tools. Implementation of NC MEPS is dependency (Action Item 1.E.3)	Rhinehardt	<div></div>	66%	12/2012	12/2015
Improve Graduate Student Education						
1.F.1	Support existing and develop new Professional Science Master’s Programs and other industry-responsive programs (Growth of Central Support is on hold)	Brown	<div></div>	60%	07/13	12/14

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Implementation Category: Underway or in Planning with Existing Resources

Action Item		Project Lead(s)	Overall Performance	% Complete	Schedule	
					Start Date	End Date
Assess The Impact Of Minimum Admissions Requirements						
2.A.1	Complete analytics research as well as a comprehensive assessment of the predictive utility of current GPA and test score standards	Cohen-Vogel/ Henz		70%	04/07/14 (7/29/13)	10/03/16 (2/24/15)
2.A.2	Track those who fail to gain admission	Cohen-Vogel/ Henz		33%	03/01/13	12/31/14
Set Core Competencies For General Education Programs						
2.B.1.a	Implement Comprehensive Articulation Agreement (Phase II)	Dixon/Warwick		73%	4/1/14	10/14
2.B.4	Use council review as basis for discussion, develop framework for student learning	Stewart/ Warwick		28%	07/01/13 (11/13)	03/31/15 (phase 1 pilot) 02/2016 (phase 2 pilot)
2.B.6	Update/expand course equivalency library, and ensure campus curricula is compatible with equivalency library and the CAA by 2015	Dixon/Warwick		33%	07/01/13	10/30/15
Become A National Leader In The Assessment Of Student Learning Gains						
2.C.1.d	Develop and regularly report on indirect student learning outcome measures	Cohen-Vogel/ Stewart	Work plan to be developed. Progress on direct learning outcomes will inform work on indirect measures.			
2.C.1.e	Publish Employment Security Commission employment and income data by major on publicly available web sites	Cohen-Vogel/ Henz	 (Data released by Employment Commission; in testing)	80%	05/2013	9/1/14 (12/13)

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Completed



Underway or in planning with existing resources








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On hold

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Implementation Category: Underway or in Planning with Existing Resources

Action Item		Project Lead(s)	Overall Performance	% Complete	Schedule	
					Start Date	End Date
2.C.2.g	Pilot e-portfolio platform and framework. [Included in legislative short-session budget request]	Stewart		20%	09/02/13	05/2015 (3/31/15)
2.C.2.h	As appropriate, join national efforts (currently led by the state of Massachusetts) to develop a robust database for comparing campus learning outcomes with those of their peers	Warwick	Work plan to be developed. Project does not commence until 2015.			
2.C.3	Develop and implement a system-wide Prior Learning Assessment (PLA) program	Stewart/ Warwick	N/A (not started)	0%	09/01/14	08/29/16
Implement A Comprehensive E-Learning Strategy						
2.D.4.b	Develop RFP that provides incentives for faculty to pilot development of online competency-based courses.	Rascoff/ Stewart		Work plan to be developed. Estimate that project is 50% complete.		
2.D.5.e	Facilitate implementation of a portfolio of distance-delivered programs responsive to needs of adult learners, including military personnel and veterans, partway-home students, and transfer students.	Rascoff		Work plan to be developed. Estimate that project is 50% complete.		
2.D.6	Launch UNC Online marketing campaign	Rascoff		Work plan to be developed. Estimate that project is 70% complete.		
2.D.11	Launch UNC Online Exchange pilots in new disciplines to facilitate easier cross-registration [New Action Item; not included in Plan]	Rascoff		Work plan to be developed. Estimate that project is 25% complete.		

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Completed



Underway or in planning with existing resources








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Action Item		Project Lead(s)	Overall Performance	% Complete	Schedule	
					Start Date	End Date
2.D.12	Build and implement inter-institutional cross-registration and add/drop IT infrastructure [New Action Item; not included in Plan]	Rascoff		95%	01/15/14	9/14 (08/01/14)
Prepare More Higher-Quality Teacher And School Leaders						
2.F.1.a	Update market research, renew campus growth plans, assess campus productivity	Chapman		25% (50% progress in last report. Reissuing survey to improve response rate)	07/29/13	09/30/14
Convert Discovery Into Innovation						
3.B.5	Increase effectiveness of REACH NC as a portal to our campuses [Included in legislative short-session budget request]	Thornton		65%	07/29/13	12/31/14 (02/28/14)
Serve the Needs of Our State, Regions and Communities Through Active Engagement						
3.C.1	Develop Annual Engagement Report	Boney		50%	07/29/13	9/30/14 (08/25/14)
3.C.6	Review UNC Center for Public Television	FitzGerald		60%	10/1/13	10/24/14 (09/14) (05/12/14)

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Action Item		Project Lead(s)	Overall Performance	% Complete	Schedule	
					Start Date	End Date
Operational and Administrative Savings						
4.B.1	Maintain or implement shared services in the following areas:					
4.B.1.a	Residency determination	Craig/ Byers	<div></div>	68%	10/31/13 (06/03/13)	12/31/15 (10/31/13)
4.B.1.b	Internal audit	Perusse/Craig	<div></div>	88%	06/03/13	06/30/15 (12/13/13)
4.B.1.c	FAFSA review and financial aid verification	Perusse/Craig	<div></div>	71%	07/01/13	02/12/16 (06/30/15) (02/28/2014)
4.B.1.d	Information technology infrastructure	Leydon	<div></div>	36%	07/30/13	01/15/15
4.B.2	Generate savings and efficiencies through strategic sourcing, and by improving business practices and eliminating redundant processes	Perusse/Craig	<div></div>	35%	07/29/13	3/31/15 (12/31/14)
4.B.5	Secure energy savings	Pruitt	<div></div>	25%	03/31/14 (11/13)	09/16 (03/31/14) Date extended to accommodate private sector company release date

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STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT
For Period Ending June 30, 2014

Implementation Category: Underway or in Planning with Existing Resources

Action Item		Project Lead(s)	Overall Performance	% Complete	Schedule	
					Start Date	End Date
Active Portfolio Management						
4.C.1	Adopt system-wide guidelines for instructional productivity	Warwick/ Dixon	<div></div>	83%	04/13	09/14 (08/14) (03/14)
4.C.3	Defragment select program islands and satellites through consolidation	Warwick	N/A (Project in transition)	50%	06/13	06/14
Student Data Mart						
4.E.1.a	Create Student Data Mart	Cohen-Vogel	<div></div>	53%	07/29/13	09/16 (System to be operational by 01/16) (08/24/15)
Honor North Carolina’s Constitutional Mandate of Low Tuition and Fees						
5.A.1	Develop a revised tuition and fee plan	Ross/Perusse	<div></div>	90% (To be presented to BOG in July)	07/29/14	06/30/14 (11/08/13)
5.C.2	Enhance private fundraising: Augment campus-based major gifts staffing	Perusse	<div></div>	75%	01/01/14	01/17

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Completed



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On hold

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STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT For Period Ending June 30, 2014								
Implementation Category: Funded by Strategic Plan Budget								
Action Item		Project Lead(s)	Overall Performance	% Complete	Schedule		Strategic Plan Budget (FY 2013-2014)	
					Start Date	End Date	Planned	Actual (through June)
Focus Area: Early Warning System								
1.B.1	Implement student success initiatives, including early warning systems [Included in legislative short-session budget request]	Dixon Complete for FY 2013-14. Retained here for budget tracking	<div></div>	100%	07/29/13	10/30/15	\$200,000	\$192,500
Focus Area: Non-Traditional Student Initiatives (Part-Way Home Students, Military, Transfers)								
1.C.1	Recruit students who have stopped-out from a UNC campus and provide support to guide returning students in readmission process	Dixon	<div></div>	50%	07/29/13	08/01/18	\$420,000	\$420,000
1.E.3	Establish system-level support and logistical assistance, including implementation of NC MEPS (Phase I-complete site build and content development. Phase II - content refinement, addl modules)	Rhinehardt Phase I complete. Retained here for budget tracking	<div></div>	100% (Phase I)	06/03/13 (Phase I) 7/1/14 (Phase II)	07/01/14 (Phase I) 06/30/15 (Phase II)	\$80,000 (Phase I)	\$62,000 (Phase I)

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STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT
For Period Ending June 30, 2014

Implementation Category: Funded by Strategic Plan Budget

Action Item		Project Lead(s)	Overall Performance	% Complete	Schedule		Strategic Plan Budget (FY 2013-2014)	
					Start Date	End Date	Planned	Actual (through June)
Focus Area: College Learning Assessment								
2.C.2.a	Pilot use of revised College Learning Assessment (CLA) on five UNC campuses (Phase I) [Note: work plan for Phase II to be developed. Focus on assessing impact of reduced incentives on participation and motivation]	Stewart	<div><div></div></div>	90% (Expect to receive scores by end of July and report by 9/1)	03/01/13	9/1/14 (Spring 2014)	\$200,000	\$198,000
Focus Area: Alumni and Employer Survey								
2.C.4.a	By May 2014, complete an alumni satisfaction survey. Conduct alumni surveys at 1-year, 5-year, 10-year, and 20-year intervals after graduation.	Henz Completed. Retained in this section for budget tracking purposes	<div><div></div></div>	100%	07/29/13	05/30/14	\$200,000	\$119,803
2.E.1	Initiate a biennial employer satisfaction survey	Henz/Boney	N/A	0% (Started high-level exploratory work)	07/1/14 (07/29/13) (11/01/13)	09/30/15 (10/31/15)		

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For Period Ending June 30, 2014

Implementation Category: Funded by Strategic Plan Budget




Action Item		Project Lead(s)	Overall Performance	% Complete	Schedule		Strategic Plan Budget (FY 2013-2014)	
					Start Date	End Date	Planned	Actual (through June)
Focus Area: Comprehensive Online Learning Plan for Student Pipelines								
2.D.3	Develop and deliver up to 5 new competency-based online general education courses and MOOCs	Rascoff/ O'Hara Chapman (SAS MOOC)	<div></div>	35% (Addl. MOOCs to be delivered FY 2014-15)	09/02/13	09/30/14	\$300,000	\$53,644
Focus Area: Course Redesign								
2.D.4.a	FY 2013-14: Develop RFP that provides incentives to faculty to leverage technology in the redesign of courses (annually , beginning 9/13)	Chapman/ O'Hara Complete. Retained in this section for budget tracking purposes	<div></div>	100%	06/13	07/31/13	\$500,000	\$396,571
Focus Area: Teacher Quality Research								
2.F.2	Strengthen teacher quality, expand outcome-based research, report annually to BOG	Chapman Complete. Retained in this section for budget tracking purposes	<div></div>	100% (For 2013-2014)	07/29/13	02/27/15 (8/29/14)	\$200,000	\$200,000

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Implementation Category: Funded by Strategic Plan Budget



Action Item		Project Lead(s)	Overall Performance	% Complete	Schedule		Strategic Plan Budget (FY 2013-2014)	
					Start Date	End Date	Planned	Actual (through June)
Focus Area: Student Data Mart								
4.E.1.b	FY 2013-14: Create the Student Data Mart (Action Item tracks expenditures to support FTEs for Banner functions)	Cohen-Vogel Complete. Retained in this section for budget tracking purposes		100%	07/01/13	06/30/14 (8/24/15) Change due to breakout of work plans	\$200,000	\$277,092
Focus Area: Shared Services								
5.C.1	FY 2013-14: Enhance private fundraising: Develop top-quality, centralized shared staffing	Perusse Complete. Retained in this section for budget tracking purposes.		100%	07/29/13	08/31/14	\$300,000	\$259,987
3.A.8	FY 2013-14: Defense Applications Group (Action Item tracks faculty stipends and FTE expenditure to support DAG)	Rhinehardt Complete. Retained in this section for budget tracking purposes.		100%	07/01/13	06/30/14	\$200,000	\$252,363

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Implementation Category: Funded by Strategic Plan Budget

Action Item		Project Lead(s)	Overall Performance	% Complete	Schedule		Strategic Plan Budget (FY 2013-2014)	
					Start Date	End Date	Planned	Actual (through June)
2.B.2	Appoint a General Education Council, and consider key areas for inclusion in a core set of system-wide general education competencies	Stewart/Ortega Phase I Complete; retained here for budget tracking purposes. Work was largely self-funded		100%	04/01/13 (03/13)	01/31/14	\$30,000	\$30,000
N/A	Strategic Plan Project Management Support	FitzGerald		N/A	08/13	Ongoing	\$170,000 (\$30k transferred in Dec. to support Gen. Ed)	\$50,594
TOTAL BUDGET							\$3,000,000	\$2,512,554

NOTE REGARDING FY 2013-14 STRATEGIC PLAN BUDGET: \$443,413 of the \$3 million will revert to the State; approximately \$44,000 of the appropriations will carry-forward to FY 2014-15 as non-recurring funds.

Implementation Category Color Coding



Completed



Underway or in planning with existing resources



Funded by \$3M Strategic Plan Budget



On hold

STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT
For Period Ending June 30, 2014

Implementation Category: On Hold

Action Item		Project Lead(s)
Strengthen and Diversify a Changing Pipeline		
1.A.2	Grow College Application Week to serve high schools with low-income populations for FY 2014-15 and subsequent years (program for FY 2013-14 has been implemented) [Placed on-hold February 2014 due to lack of funding]	Dixon
1.A.3	Expand the Minority Male Mentoring Program	Dixon
1.A.5	Evaluate Mathematics and Science Education Network (MSEN) Pre-College Program	Chapman/ Dixon
1.A.6	Expand number of students participating in the UNC Academic Summer Bridge/Retention Program	Dixon
Improve retention and graduation rates		
1.B.2	Increase number of courses offered in the summer [Included in legislative short-session budget request]	Dixon
1.B.3	Performance Funding Model [Included in legislative short-session budget request]	Henz/Pruitt/ Cohen-Vogel
Part-Way Home Students		
1.C.3	Hire academic advisors	Dixon
1.C.4	Create support programs to assist students returning to complete degree	Dixon
Community College Transfer Pipeline		
1.D.3	Create Transfer and Adult Student Success offices	Dixon
Military And Veteran Population		
1.E.1	Provide early resident status [Included in legislative short-session budget request]	Rhinehardt
Improve Graduate Student Education		
1.F.2	Grow doctoral enrollment in programs	Brown/Thornton
1.F.3	Improve degree completion rates	Brown/Thornton
1.F.4	Recruit entrepreneurially-minded graduate students	Brown/Thornton
Set Core Competencies For General Education Programs		
2.B.8	Develop system for continuously updating course equivalency portal	Cohen-Vogel/Henz

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Completed



Underway or in planning with existing resources



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On hold

STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT
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Implementation Category: On Hold

Action Item		Project Lead(s)
Implement A Comprehensive E-Learning Strategy		
2.D.5.d	Through RFP process to UNC campuses and faculty, design courses and initial degree programs responsive to results of market research.	Rascoff
2.D.5.e	Facilitate implementation of a portfolio of distance-delivered programs responsive to needs of adult learners, including military personnel and veterans, partway-home students, and transfer students.	Rascoff
2.D.7	Develop and market a fully online inter-institutional undergraduate degree	Rascoff
2.D.8	Expand the number of 2+2 programs delivered via distance education	Rascoff
2.D.8.a	Launch aggressive marketing campaign to promote availability of existing 2+2 programs	Rascoff
2.D.8.b	Enhance existing 2+2 online degree inventory with programs identified as high-interest/high-need by market research	Rascoff
2.D.9	Pilot a series of competency-based online post-baccalaureate certificate programs	Rascoff/Stewart
2.D.9.a	Plan and begin initial development of post-baccalaureate certificate programs	Rascoff/Stewart
2.D.9.b	Fully develop and launch three online competency-based post-baccalaureate programs matched to specific workforce and economic development needs.	Rascoff/Stewart
Reduce Attempted Hours To Degree Through More Comprehensive Advising		
2.E.2	Electronic advising support software [Included in legislative short-session budget request]	Dixon
2.E.2.a	To facilitate seamless transfer, explore scaling electronic advising solution to include the North Carolina Community College System. [Included in legislative short-session budget request]	Dixon/ Henz
2.E.2.b	Hire additional professional and academic career advisors and provide staff and other resources to support high-quality faculty advising. [Included in legislative short-session budget request]	Dixon
2.E.2.c	Implement strategies for assessing and improving student satisfaction with academic and career services [Included in legislative short-session budget request]	Dixon
2.E.2.d	Through RFP to UNC campuses and faculty, pilot a series of post-baccalaureate certificate programs that are matched to specific economic needs/employer demands within the state	Rascoff / Thornton/Boney
Prepare More Higher-Quality Teacher And School Leaders		
2.F.3	Provide support for early-career teachers and school leaders	Chapman

Implementation Category Color Coding





 Completed
  Underway or in planning with existing resources
  Funded by \$3M Strategic Plan Budget
  On hold

STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT
For Period Ending June 30, 2014

Implementation Category: On Hold

Action Item		Project Lead(s)
2.F.3.a	Design implementation strategy for bringing NC New Teacher Support Program to full scale	Chapman
2.F.3.b	Begin implementation of fully scaled New Teacher Support Program	Chapman
2.F.3.c	Complete implementation of the fully scaled program	Chapman
2.F.3.d	Initiate development of a school leadership support program	Chapman
Invest In Game-Changing Research And Scholarship That Solves Problems Of North Carolina-And The World		
3.A.1	Form six consortia in areas of excellence, identify opportunities, recruit and retain talent, and assess infrastructural needs [Included in legislative short-session budget request]	Boney/Brown
3.A.2	Hire, reward, and retain critical faculty in areas of excellence [Included in legislative short-session budget request]	Warwick
3.A.2.a	Hire key faculty [Included in legislative short-session budget request]	Warwick
3.A.2.b	Reward and retain existing faculty [Included in legislative short-session budget request]	Warwick
3.A.2.c	Provide professional development and proposal support [Included in legislative short-session budget request]	Warwick /Brown
3.A.3	Provide competitive start-up funding and facilities	Brown/Perusse
3.A.4	Connect campuses throughout the world	Boney
3.A.5	Grow central support for Professional Science Masters programmatic activities	Brown
3.A.6	Recruit highly-entrepreneurial graduate students and post docs	Brown
3.A.6.a	Create a focused, time-limited competitive fund to encourage campuses to develop new undergraduate entrepreneurship initiatives for non-business majors	Brown
3.A.6.b	Support 60 President's Graduate Fellows who would receive two years of support to attend UNC campuses and pursue their interests	Brown
3.A.6.c	Provide support each year for ten President's Postdoctoral Fellows, who would receive one year of support to further develop promising ideas or technologies	Brown
3.A.7	Grow the number of superstar STEM students	Warwick
Convert Discovery Into Innovation		
3.B.1	Establish Collaboration Seed Fund [Included in legislative short-session budget request]	Boney/Brown

Implementation Category Color Coding





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  On hold

STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT
For Period Ending June 30, 2014

Implementation Category: On Hold

Action Item		Project Lead(s)
3.B.2	Develop new Innovation Discovery Teams Included in legislative short-session budget request	Boney/Brown
3.B.3	Move forward promising early-stage ideas through proof-of-concept fund Included in legislative short-session budget request	Boney/Brown
3.B.4	Advance ideas ready for commercialization through investment Included in legislative short-session budget request	Boney/Brown
Serve the Needs of Our State, Regions and Communities Through Active Engagement		
3.C.2	Prepare “job ready” students through experiential internships Included in legislative short-session budget request	Thornton/Boney
3.C.3	Encourage development of innovative continuing education and post-baccalaureate programs	Warwick
3.C.4	Support UNC research and scholarship on culture, tourism, and the creative economy	Boney/Brown
3.C.5	Create new center for applied public policy	Boney/Brown
Help Meet The Growing Healthcare Needs Of The State Through Innovative Research		
3.D.1	Establish a Health Care Redesign Task Force	FitzGerald
3.D.2	Expand AHEC	Warwick
3.D.2.a	New residencies	Warwick
3.D.2.b	Additional community-based training	Warwick
3.D.2.c	Dental housing Included in legislative short-session budget request	Warwick
3.D.2.d	Center for Rural Health Innovations Included in legislative short-session budget request	Warwick
3.D.3	Provide education and training for the next generation of pharmacists	Warwick
3.D.3.a	Expand the clinical preceptor base to support early student immersion in the patient care environment	Warwick
3.D.3.b	Add 20 new pharmacy residency positions	Warwick
3.D.3.c	Recruit a tenure-track faculty member to lead planned Center of Excellence in Pharmacy Practice (CEPP)	Warwick
Active Portfolio Management		
4.C.4	Pursue broader and more fundamental uses of online instruction	Rascoff
Incentivize Savings Practices		
4.D.1	Amend carry-forward statutes to create a Savings Incentive Program	Perusse

Implementation Category Color Coding

 Completed
  Underway or in planning with existing resources
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  On hold

STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT
For Period Ending June 30, 2014

Implementation Category: On Hold

Action Item		Project Lead(s)
Enhanced Data Analytics		
4.E.2	Implement UNC Wilmington's Predictive Analytics Project across other UNC campuses	Pruitt
4.E.2.a	Cost allocation analytics	Pruitt
4.E.2.b	Enrollment management analytics	Cohen-Vogel/ Henz
4.E.2.c	Business analytics	Pruitt
Program Monitoring, Evaluation and Implementation		
4.F.2	Bolster the Office of Institutional Research	Warwick / Cohen-Vogel
Sustain the College Foundation of North Carolina		
5.B.1	Sustain College Foundation [Included in legislative short-session budget request]	Perusse/Moretz/Warwick
Address Repair and Renovation Needs		
5.D.1	Create a consistent and sustainable funding stream to better manage the state's capital assets	Perusse

Implementation Category Color Coding



Completed



Underway or in planning with existing resources



Funded by \$3M Strategic Plan Budget



On hold

PROPOSED STRATEGIC PLAN BUDGET ALLOCATIONS FOR FY 2014-15

The \$3 million Strategic Plan budget has been adjusted to reflect a proposed reallocation of funds for FY 2014-15, as outlined below. The budget allocations are dependent on the General Assembly's approval of the BOG's short-session budget request. Final recommendations will be shared with the Committee on Strategic Planning in September.

ID	Priority	Baseline Funding (FY 2013-14)	Adjustments (December 2013)	Proposed Funding (FY 2014-15)
1	Improve Retention and Graduation rates (emphasis on early warning systems and standards for increased grade point requirements for satisfactory academic progress)	\$200,000	No adjustment	\$200,000 ¹
2	Nontraditional Student Initiatives (military, part-way home, transfers)	\$500,000	No Adjustment	\$400,000
3	Next Generation Student Outcomes (CLA pilot and ETS student outcomes)	\$200,000	No adjustment	\$390,000
4	Alumni and Employer Surveys	\$200,000	No Adjustment	\$300,000 (employer)
5	Comprehensive Online Learning Plan for Student Pipelines	\$300,000	No adjustment	\$300,000 ²
6	Course Redesign	\$500,000	No Adjustment	\$450,000
7	Teacher Quality Research	\$200,000	No adjustment	\$200,000

¹ An additional \$800,000 will be needed if the short-session budget request is not approved.

² \$300,000 will not be necessary if the short-session budget request is approved to support online learning. If funding is not approved, additional funds from the Strategic Plan Budget will likely be needed.

ID	Priority	Baseline Funding (FY 2013-14)	Adjustments (December 2013)	Proposed Funding (FY 2014-15)
8	Student Data Mart	\$200,000	No Adjustment	\$200,000
9	Shared Services (funding for private fundraising and defense applications group)	\$500,000	No adjustment	\$400,000
10	Strategic Plan Project Management Support	\$200,000	\$170,000*	\$160,000
11	General Education Council (funding to engage experts to consider assessment strategies)	N/A	\$30,000 ³	\$0 (funding is not needed; project implemented)
TOTAL		\$3,000,000	\$3,000,000	\$3,000,000

³ \$30,000 was transferred from Strategic Plan Project Management Support to advance General Education Council work.