



MEETING OF THE BOARD OF GOVERNORS
Committee on Strategic Initiatives

April 21, 2021 at 2:00 p.m.
Via Videoconference and PBS North Carolina Livestream
University of North Carolina System Office
Center for School Leadership Development, Board Room
Chapel Hill, North Carolina

AGENDA

- A-1. Approval of the Minutes of February 17, 2021Carolyn Coward
- A-2. Update on Key Initiatives..... Andrew Kelly
 - a. Update on Teacher Preparation Initiative
 - b. Update on Student Mental Health Initiative
- A-3. Higher Education Innovation: Employer Partnerships to Serve Adult Learners..... Terah Crews
Guild Education
- A-4. Adjourn



DRAFT MINUTES

February 17, 2021
University of North Carolina System Office
Via Videoconference and PBS NC

This meeting of the Committee on Strategic Initiatives 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, W. Marty Kotis, III, Anna Spangler Nelson, and David Powers. The following committee members were absent: Michael Williford.

Chancellors participating were Chancellor Kelli Brown and Chancellor Brian Cole.

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

1. Call to Order and Approval of OPEN Session Minutes (Item A-1)

The chair called the meeting to order at 1:45 p.m. and called for a motion to approve the open session minutes of October 21, 2020, November 18, 2020, and January 20, 2021.

MOTION: Resolved, that the Committee on Strategic Initiatives approve the open session minutes of as October 21, 2020, November 18, 2020, and January 20, 2021 distributed.

Motion: J. Alex Mitchell

Motion carried

Roll Call Vote	
Coward	Yes
Mitchell	Yes
Kotis	Yes
Nelson	Yes
Powers	Yes
Williford	-

2. Higher Education Innovation: Who Do We Serve, and How Do We Serve Them? (Item A-2)

The committee heard a presentation on current and projected student demographics from Dr. Andrew Kelly. The committee engaged in an in-depth discussion about the opportunity to serve adults with some college but no degree, the challenges of doing so, and promising strategies and tactics that the UNC System could consider. Proposed strategies included online programs in high-demand fields, flexible schedules with multiple start dates, employer partnerships, and stackable credentials. The committee agreed to continue to explore additional options and strategies on how to address and meet the needs of adult learners.

3. UNC System Study of Accelerated Degrees (Response to H.B. 1096) (Item A-3)

The chair noted that materials detailing the study of accelerated degrees could be found through online resources on BoardEffect.

There being no further business, the meeting adjourned at 2:57 p.m.

W. Marty Kotis, III, Secretary



AGENDA ITEM

A-2. Updates on Key Initiatives..... Andrew Kelly

- Situation:** The committee will hear an update on recent activities regarding strategic initiatives.
- Background:** The Committee on Strategic Initiatives has initiated a number of key projects over the past year, including an effort to improve teacher preparation in reading and a System-wide task force on student mental health
- Assessment:** An updated will be provided to the committee on the teacher preparation and student mental health initiatives underway at the UNC System Office.
- Action:** This item is for information only.

AGENDA ITEM

- A-3. Higher Education Innovation: Employer Partnerships to Serve Adult LearnersTerah Crews
Guild Education

Situation: The committee will hear a presentation from Terah Crews, vice president of learning marketplace solutions at Guild Education, an online platform that connects employees at Fortune 100 corporations to higher education programs at universities. Ms. Crews will share an overview of Guild’s work with employers and adult learners and provide insights on what adult learners want from a degree program, what employers want from a university partner, and what quality university partnerships look like.

Background: At two previous sessions, the committee has focused on the trends shaping the future of higher education and the implications for the University of North Carolina System. In the last session, the committee examined data on student demographics, in particular the UNC System’s reliance on traditional-age students (age 18-24) at the undergraduate level. Over the course of the next decade, growth in the number of traditional-age college students (aged 18-24) will slow nationally and in North Carolina. In response, colleges, universities, and other organizations have developed programs designed to serve adults without a college degree, many of whom are juggling work and family responsibilities. These programs are often offered through close partnerships with large employers. Those employers often help cover the cost of further education for their employees.

Developing new pathways to a postsecondary degree or credential represents an opportunity for traditional higher education institutions to adapt to a changing market. But such efforts often require significant changes to business models, academic programming and calendars, and student supports. How should the UNC System respond to these trends? What promising innovations is the System well-positioned to pursue, and what obstacles stand in the way? What can the System learn from other universities, states, and entrepreneurs who are successfully serving adult learners?

Assessment: In this session, the committee will hear a presentation on what Guild has learned about what adult learners are seeking in a degree program, and subsequently how institutions can best position themselves to serve these students. The committee will also hear about the importance of aligning degree programs with employer and workforce demands and discuss creative ways to partner with employers to recruit and serve adult students. The presentation will conclude with a discussion about the innovations that the UNC Board of Governors might consider in planning for the future of the System.

Action: This item is for discussion only.

Terah Crews

Terah Crews is vice president at Guild Education, one of the nation's largest providers of education benefits. The Guild specializes in serving Fortune 500 companies such as Walmart and Disney. Crews leads the Guild's Learning Marketplace Solutions, which includes academic product development, quality assurance, credit-for-prior-learning, and professional services for university partners.

Prior to joining the Guild, Crews was a senior partner and head of higher education practice at Entangled Solutions, an innovation and strategy consultancy. At Entangled, Crews specialized in helping universities design new operations and move into new markets. She has developed strategy and advised senior leaders in over 60 engagements with clients including the California Community College System, Harvard Business Publishing, Butler University, Johns Hopkins, UT-Austin, and Southern New Hampshire University.

Prior to Guild/Entangled, Crews served four years at the private arm of Arizona State University, designing and launching new entities and initiatives that enabled private sector collaboration.

Crews is originally from Forsyth County, NC. A former high school drop-out, first generation, and working adult student, she received her adult high school diploma and first two years of college from Forsyth Tech. She earned her undergraduate degree at UNC-Chapel Hill as one of the school's few nontraditional students at the time. She went on to earn Masters degrees at Brown University and Harvard.