

ADMINISTRATIVE MEMORANDUM

SUBJECT Long-Range Planning 2000-2005

NUMBER 392

DATE January 29, 1999

I. Introduction

Long-Range Planning, 1998-2003 was adopted by the Board of Governors in January 1998. The schedule for future planning called for a revised plan to be adopted and published in 2000. The purpose of this memorandum is to provide a schedule and guidelines for that revision.

II. Long-Range Planning, 2000-2005

The next edition of the long-range plan will cover five years, 2000-01 through 2004-05. The planning process will emphasize comprehensive planning, linking enrollment planning, academic program planning, facilities planning, and expansion budget and capital improvements requests. The preparation of the planning document will be a collective endeavor, involving the constituent institutions, the president and her staff, and the Board of Governors.

Each institution, under the direction of the chancellor and after appropriate consultation with the faculty, will submit to the president any proposed revisions to its current mission statement, organization, academic program offerings, or enrollment plans. The proposed changes should reflect the institution's long-range or strategic plan and its physical plan and should be informed by the special studies undertaken by the board during the previous planning period (e.g., university-wide enrollment planning, the report on tuition policy, the study of student financial aid, the report on facilities adequacy and equity, the ITS project, service to public schools, etc.). *Each institution should append to its long-range planning submission a copy of its current long-range/strategic plan.*

The president and her staff will also engage in University-wide planning as they identify statewide needs and legislative concerns and review institutional proposals. A comprehensive planning document, reflecting the recommendations of the president, will be prepared by this office for consideration by the Committee on Educational Planning, Policies and Programs of the Board of Governors. Over a period of several months, the committee will review these recommendations and discuss issues of significance for higher education as it considers revisions of the strategic directions adopted in *Long-Range Planning, 1998-2003*. After conducting a workshop to inform the Board and other interested stakeholders of proposed revisions, the committee will recommend to the Board the adoption of *Long-Range Planning, 2000-2005*. The president and the Board of Governors will continue to collaborate with the other education sectors through such vehicles as the Education Cabinet and the Education Commission (joint meetings of the governing boards of the three public education sectors).

The planning schedule has been designed to facilitate articulation between the University's plan for 2000-2005, its ten-year enrollment plan, its ten-year capital plan, and its expansion budget request for the 2001-2003 biennium.

A. Institutional Missions

Institutional missions were thoroughly reviewed during the 1990-92 mission review process, and revised mission statements that reflected the outcomes of that process appeared in *Long-Range Planning, 1992-97*. Mission statements were reviewed again in 1993 and revised as necessary to ensure that they gave "explicit recognition to the primary importance of teaching in the University," in conformity with the policy adopted by the Board of Governors in the report *Tenure and Teaching in the University of North Carolina*. Some institutions have made minor revisions in their mission statements in subsequent editions of the University's long-range plan.

Institutions may once again submit requests for minor changes in language that will improve or clarify their respective mission statements as they appear in *Long-Range Planning, 1998-2003*.

B. Academic Program Development

1. Academic Program Review

During 1994-95 and again in 1997 the Board of Governors conducted a thorough review of all degree programs to identify those of low productivity or low priority or which were "unnecessarily redundant." As a result of this review, a total of 115 academic degree programs and an additional 22 degree program tracks were discontinued. Revision of Section 2, General Statutes 116-11 (3), which outlines the Board of Governors' responsibilities with respect to academic programs, requires that the board conduct such a review every two years. Therefore, the third biennial review of academic degree programs will be conducted concurrently with this planning process so that recommendations for program discontinuation or merger can be considered as a part of the preparation of the University's 2000-2005 long-range plan. (Instructions for the review process are included with this Administrative Memorandum as Enclosure #1.)

2. Programs to be Discontinued

Proposals to discontinue existing programs or tracks, whether identified as a result of the biennial academic program review process or through other institutional procedures, should include a schedule for the proposed discontinuations. (See Enclosure #2 for format for requests to discontinue programs and tracks.)

3. Report on Recently Established Programs

Institutions with programs authorized by the board for establishment 1-2 years ago and 3-4 years should provide a status report on the progress being made in implementing each program. (See Enclosure #3 for a list of recently established programs and the format to be followed in completing the reports.)

4. Reconfirmation of Previous Planning Authorizations

Institutions are to report on the status of those proposed new degree programs for which planning authorization has been granted previously, indicating whether the previous authorization should be withdrawn or reconfirmed. Institutions with planning authorization outstanding for several programs should consider whether some of these requests should be withdrawn, especially if little progress in planning has been made and they intend to seek additional planning authorizations. (See Enclosure #4 for list of current program planning authorizations and format to be followed.)

5. Authorization to Plan New Degree Programs

The concern for academic degree program productivity evident in the mandated biennial program review process reflects both the fiscal constraints higher education may experience in future years and the expectation that constituent institutions will be called upon to serve a growing number of traditional and nontraditional students, especially at the undergraduate level, in the next decade. Institutions considering requests for authorization to plan new programs should take these conditions into account and should also consider the growing potential of distance education and collaboration with other UNC institutions as alternative means of meeting new program needs. They should give particular attention to their own situation—e.g., the current number of programs failing to meet productivity requirements, realistic projections of growth in graduate enrollments, potential competition from distance education providers.

Requests to plan new academic degree programs must be submitted in accordance with the prescribed format. *Please note that the University will now be using the Classification of Instructional Programs (CIP) to classify academic degree programs. Therefore the instructions and format (provided in Enclosure #5) have been changed to reflect the new classification system.* Requests to plan more than one new degree program *must* clearly specify institutional priorities among such requests (e.g., 1 of 3, 2 of 3, etc.).

C. Enrollment Goals

The University is currently developing a ten-year enrollment plan. Once the Board of Governors has approved a plan, enrollment targets will be set for each institution. When fall 1999 enrollments are available (October 1999), UNC General Administration will make any appropriate changes in its projections and share them with the institutions. They will then have the opportunity to propose revisions to their enrollment projections and targets.

D. Reports on Institutes and Centers

As specified in *Administrative Memorandum #373*, centers and institutes authorized by the Board of Governors must submit reports in conjunction with the periodic updates of the UNC Long-Range Plan. To streamline the process, centers will submit status reports directly to UNC General Administration via a World Wide Web (WWW) reporting system to be located at the "Status Reports" hyperlink on the UNC Centers and Institutes Home Page: <http://www4.ga.unc.edu/I&C/>. The status reports required this year will include statistical data for the 1997-98 Fiscal Year. The center directors will submit reports by May 1999 following procedures to be specified in the WWW site. The Chief Academic Officers (CAOs) or their designees then will have the opportunity to review and approve the reports from their respective institutions before they are released for use by UNC General Administration. Centers experiencing chronic problems in productivity and/or funding should be carefully evaluated by the institution and requests for discontinuation can be made as part of the reporting process. Responsibility for reports relating to interinstitutional centers rests with the center director at the institution serving as the central administrative unit. For each center approved for planning by the Board of Governors, the appropriate CAO must provide a brief statement indicating either (1) the planning request is withdrawn, or (2) reconfirmation is requested, with the estimated date for submission of the request for authorization to establish.

Details on the reporting procedures will be provided in separate mailings to the CAOs and to the center directors during February 1999. The purpose of the new reporting system is not only to review performance, but also to provide a common database that will allow searchable access over the WWW. This will provide a new means to identify specific center

activities across UNC, to illustrate their benefits to North Carolina in research and public service, and to document their success in generating external support for the University.

E. Campus Initiated Requests for Tuition Increase in 2000-01

The Report of the Task Force on Tuition Policy, adopted by the Board on November 13, 1998, recommended that campuses be permitted to request tuition increases that are consistent with the board's long-range planning and budgeting process. Proposals may apply to undergraduate, graduate or first professional students, although requests at the undergraduate level should be across-the-board, over and above any board-initiated changes, and made only under "extraordinary circumstances" (see page 44 of the Task Force Report). All requests should be documented to show that they meet the review criteria set out in the report (page 48 of the Task Force Report). All requests must be approved by the chancellor and by the campus Board of Trustees. A form for each request is attached as Enclosure #6.

The schedule for approving requests calls for preliminary reviews to be completed by General Administration by August 1 and a final decision to be taken by the board at its October meeting. Tuition increase requests should apply to 2000-01 and not to 1999-2000. Institutional plans to phase in a tuition increase should make clear the planned increments in each year of the phase-in period. Institutions will be permitted to submit requests for campus-initiated increases in **each** year of the biennial planning cycle. Requests for increases in 2001-02 should be submitted by May 1, 2000.

F. Organizational Charts

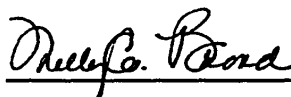
Each institution's organizational chart showing its academic organization, as it appears in *Long-Range Planning, 1998-2003*, is attached (Enclosure #7). Each institution should note any organizational changes (as of May 1, 1999) *in red ink on this copy* and return the corrected copy with its other long-range planning submissions. The Board of Governors must approve any proposals for major reorganization of the administrative structure of the institution (e.g., establishment of new colleges or professional schools).

III. Schedule

Planning materials should be submitted to the president by May 10, 1999. Five (5) copies are requested for review. Insert the abbreviated name of the institution at the top of each page so that it may be identified easily. Loose-leaf binders or notebooks should be used for easy insertion or removal of pages.

Consultations will be held with the chancellors or designated institutional representatives to clarify proposals or to fill gaps in information.

Following the review and evaluation of institutional materials, a draft plan for the University of North Carolina, 2000-2005 will be submitted to the Committee on Educational Planning, Policies, and Programs of the Board of Governors. It is anticipated that the committee will make its report and recommendations to the Board of Governors by January 2000. This will enable the board to link its long-range plan and strategic directions to its instructions and priorities for expansion budget and capital improvements requests for the 2001-03 biennium.



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