



OUR TIME, OUR FUTURE

Strategic Directions 2013-2018

UNC Board of Governors | Strategic Directions Update

June 19, 2014

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A COMPACT WITH NORTH CAROLINA

The UNC Strategic Directions for 2013-2018 focus on five high-priority goals:

1. Setting degree attainment goals responsive to state needs
2. Strengthening academic quality
3. Serving the people of North Carolina
4. Maximizing efficiencies
5. Ensuring an accessible and financially stable university

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Committee on Strategic Planning monitors implementation

- Quarterly updates
- Plan modifications every 15 months
- Next five-year plan due in 2018

IMPLEMENTATION HIGHLIGHTS

- Work plans for tasks in place and tracked
- Quarterly dashboard includes all projects
- Plan was not fully funded
- Using existing resources where feasible

DEGREE ATTAINMENT

Goal 1: Help NC reach attainment of 32% bachelor's-or-higher

- Workforce needs are hard to predict
- Better-educated = more globally competitive

Strategies

- College readiness for high school grads
- Graduation and retention rates
- Transfer, partway-home, veteran and military students
- Performance funding

Improve access, retention and graduation rates for active-duty service members, veterans and their families

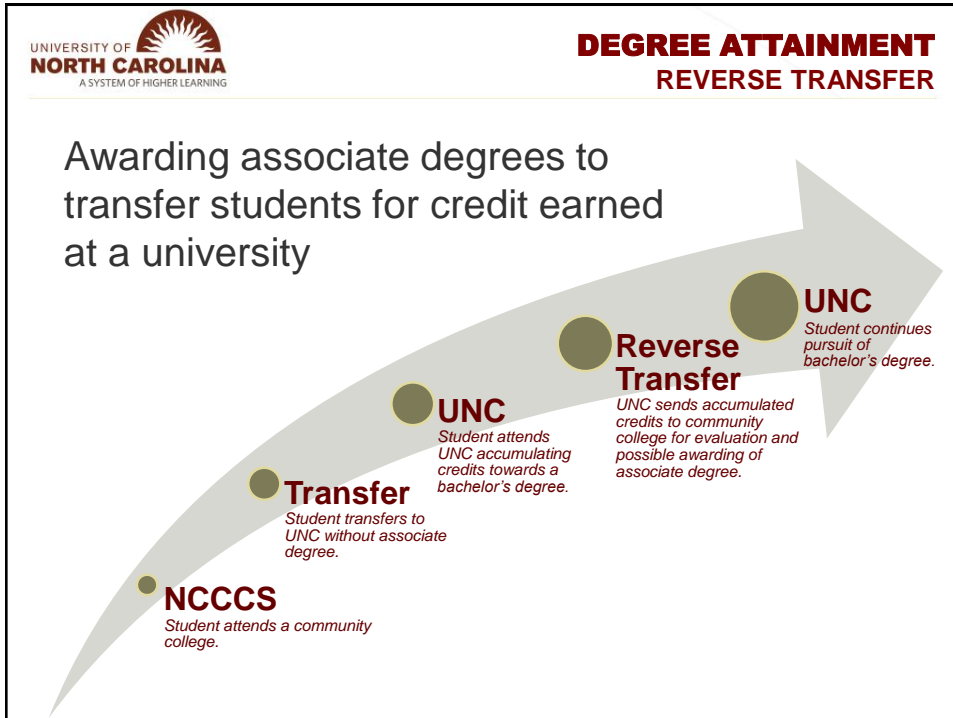
- UNC system presence on NC military bases (UNC Partnership for National Security Portal)
- University policy changes to improve access
- Strategic Communication Plan

- Academic advising centers at Fort Bragg and Camp Lejeune
- Website for military and veterans
- Streamlined admission/transfer policies for military and veterans
- System-wide recruiting strategy for military-affiliated students
- NC Military Educational Positioning System

- Revised CAA approved February 21, 2014
- Over 350 UNC faculty and 70 community college faculty participated
- Over 120 community college courses in 16 disciplines reviewed
- 41 universal general education transfer component courses identified

Implementation on track for fall 2014

- Updates to Transfer Navigator
- Degree plans
- UNC-GA transfer website/communication campaign
- Process and schedule for ongoing evidence-based updating of CAA
- Process for sharing/reporting student data



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**DEGREE ATTAINMENT
EARLY WARNING SYSTEM**

- Pilots in 2013-14
- System roll-out fall 2014
- Alerts students/faculty when academic progress in jeopardy
- Help available

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- Identified courses with high enrollment and high dropout/failure rates
- Released RFP in summer 2013
- Funded 12 projects involving 32 courses and 72 faculty on 12 campuses
- Used technology and active learning strategies

Challenges

- Access to technology
- Learning new technology (instructors and students)
- Student resistance to change from lecture format

Benefits

- Students more engaged and challenged
- Improved in-class test performance
- Increased faculty interest in teaching techniques

Next Steps

- Adjust based on lessons learned
- Track student outcomes (not just grades, but also subsequent performance)
- Convene groups of faculty to teach others how to redesign their own classes

STRENGTHENING ACADEMIC QUALITY

Goal 2: Guarantee a rigorous education for all students

Strategies

- Core competencies, general education
- Student learning assessments
- E-learning, MOOCs
- Reduce hours to degree completion

Survey undergraduate and graduate alumni
1,5,10, and 20 years post-graduation

Focus

- Quality/value of education
- Employment
- Career mobility
- Civic engagement
- In field June 2014
- Results expected August 2014

SERVING THE PEOPLE OF NORTH CAROLINA

Goal 3: Serve the people

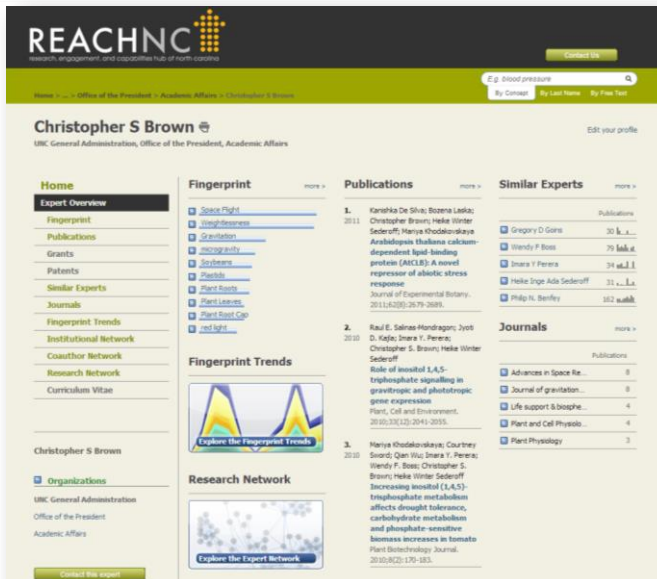
- North Carolina's economy in transition
- Aging population will strain health care system

Strategies

- Investments in advanced manufacturing, data science, energy, marine science, pharmacoengineering, and defense and security
- Applied scholarship
- Health care system changes

Strategies

- Comprehensive University portal that is continually updated
- Increase transparency and visibility of research expertise across NC
- Foster collaborative opportunities
- Expand portal to include other resources—equipment, core labs, etc.




The screenshot shows the REACH NC portal interface for Christopher S Brown. The header includes the University of North Carolina logo and the text "REACH NC Research, Equipment and Core Facilities of North Carolina". Below the header is a navigation bar with "Home" and "About" links, and a search bar. The main content area is titled "Christopher S Brown" and includes a profile picture and the text "UNC General Administration, Office of the President, Academic Affairs". The page is divided into several sections:

- Home:** A sidebar menu with links to Expert Overview, Publications, Grants, Patents, Similar Experts, Journals, Fingerprint Trends, Institutional Network, Coauthor Network, Research Network, and Curriculum Vitae.
- Fingerprint:** A section with a "more >" link and a list of keywords: Space Flight, Lipid Metabolism, Scapular, Integrity, Systems, Plants, Plant Growth, Plant Root Cap, and Red Light.
- Fingerprint Trends:** A section with a "more >" link and a line graph showing trends over time. Below the graph is a link to "Explore the Fingerprint Trends".
- Research Network:** A section with a "more >" link and a network diagram showing connections between researchers. Below the diagram is a link to "Explore the Research Network".
- Publications:** A section with a "more >" link and a list of three publications:
 1. Kanishk De Siba, Bizena Laska; Christopher Brown, Helle Winter Sederoff, Manja Khodakovskaya. Arabidopsis thaliana calcium-dependent lipid-binding protein (AICLB): A novel repressor of abiotic stress response. *Journal of Experimental Botany*. 2011;62(10):2679-2689.
 2. Raul E. Salinas-Mondragon; Jyoti D. Kojic; Inara F. Perera; Christopher S. Brown; Helle Winter Sederoff. Role of inositol 1,4,5-trisphosphate signaling in gravitropic and phototropic gene expression. *Plant, Cell and Environment*. 2010;33(12):2041-2055.
 3. Manja Khodakovskaya; Courtney Sward; Qian Yiu; Inara F. Perera; Wendy F. Boas; Christopher S. Brown; Helle Winter Sederoff. Increasing inositol 1,4,5-trisphosphate metabolism affects drought tolerance, carbohydrate metabolism and phosphate-sensitive biomass increases in tomato. *Plant Biotechnology Journal*. 2010;8(2):170-183.
- Similar Experts:** A section with a "more >" link and a list of experts:

Expert	Publications
Gregory D Gons	30
Wendy F Boas	79
Inara F Perera	34
Helle Inge Aida Sederoff	31
Philip H. Benfey	102
- Journals:** A section with a "more >" link and a list of journals:

Journal	Publications
Advances in Space Re...	0
Journal of gravitation...	0
Life support & biosphe...	4
Plant and Cell Physio...	4
Plant Physiology	3



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SERVING THE PEOPLE
RESOURCE FINDER

Home About Participate Contact Export Help Take our 2 minute survey Browse or Search Resources in eagle-I Search

REACHNC Resource Finder
Powered by eagle-I

Refine Your Search

Resource Location
All Institutions
 Show only resources in core laboratories

Resource Type

- All Resource Types
- Database (1)
- Human Study (4)
- Instrument (25)
- Service (23)
- Software (5)
- Core Laboratories (10)

Results in the eagle-I Network

*"nuclear magnetic resonance (nmr) spectroscopy"**

1 - 10 of 76 1 2 3 4 5 > Show: 10 Results per Page Sort by: Highest Relevance

Nuclear Magnetic Resonance (NMR) spectroscopy
Type: Service
Location: University of North Carolina at Chapel Hill - Center for Structural Biology (CSB)


Magnetic Resonance Spectroscopy (MRS)
Type: Service
Location: University of North Carolina at Chapel Hill - Biomedical Research Imaging Center (BRIC), Human Imaging Services

Nuclear Magnetic Resonance Facility
...Resource Description: The Department of Chemistry at East Carolina University is equipped with two nuclear magnetic resonance spectrometers: a Bruker Avance 400 for routine 1H and 13C and two-dimensional experiments...
Type: Core Laboratory - Organization
Location: East Carolina University

UNCG NMR Spectroscopy Laboratory
...Resource Description: Shimming Accessory and a triple-resonance multinuclear probe. For instrumentation details, visit http://www.uncg.edu/che/facilities/nmr/instrumentation.html. (Staff)
The NMR facility is managed by Dr...Performs Technique: Nuclear magnetic resonance assay...
Type: Core Laboratory - Organization
Location: University of North Carolina at Greensboro

Functional Magnetic Resonance Imaging (fMRI)
Type: Service
Location: University of North Carolina at Chapel Hill - Biomedical Research Imaging Center (BRIC), Human Imaging Services

High resolution Magnetic Resonance Imaging (MRI)
Type: Service



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MAXIMIZING EFFICIENCIES


Goal 4: Efficient use of resources

- Policymakers focused on productivity
- Balance b/w system goals and campus missions

Strategies

- Centralize some back-office operations
- Possible program consolidation
- Carry-forward reform
- Better data collection and analysis

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MAXIMIZING EFFICIENCY

Shared Services

- Residency determination
- Purchasing
- Financial aid

Efficiency Metrics

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MAXIMIZING EFFICIENCY

STUDENT DATA MART

Better data faster, building capacity for strategic improvements.

Key Objectives

- Meet federal and state reporting requirements
- Provide analytical/business intelligence capacity
- Support overlapping project needs
- All campuses
- Phase I goes live fall 2015

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AN ACCESSIBLE AND FINANCIALLY STABLE UNIVERSITY

Goal 5: Keep UNC affordable, financially sound

- Growing public concern over affordability
- State budget uncertainty

Strategies

- Limit tuition increases, protect financial aid
- Fund CFNC
- Ramp up fundraising
- Repair and renovation fund

ACCESS AND FINANCIAL STABILITY

- Improved fundraising capacity/results
- Carry-forward reform
- Next tuition plan

RETURN ON INVESTMENT BY 2025

- 93,000 new degrees, making NC a top-ten most educated state
- \$350 million in avoided enrollment growth costs
- \$1.46 billion in economic activity
- \$934 million in new grants and contracts
- 125 new companies with more than \$500 million in revenues
- Nearly 23,000 new jobs

NEXT STEPS

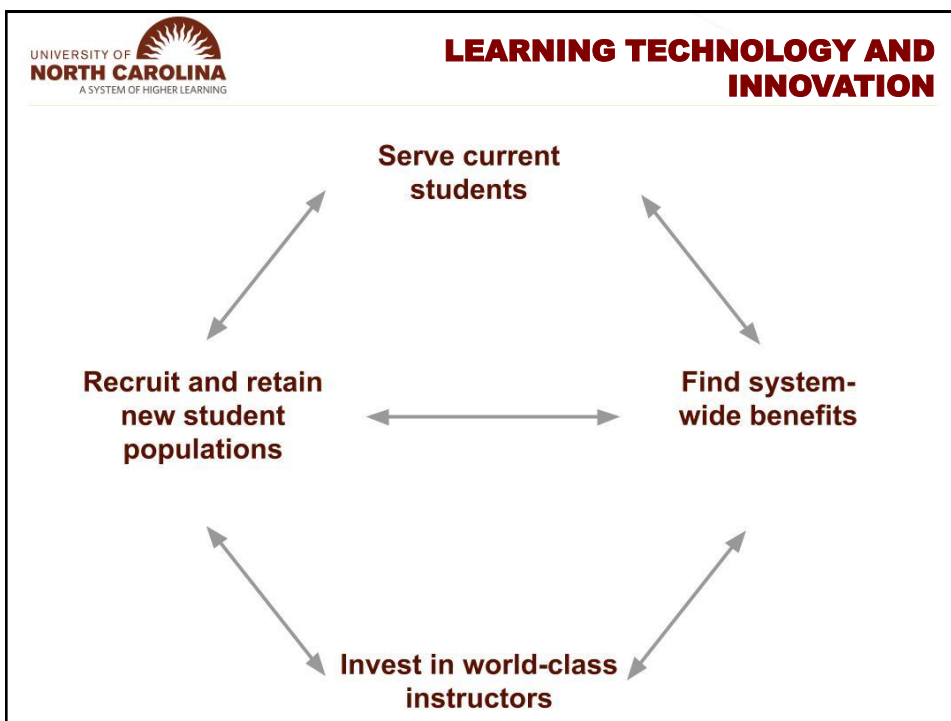
- Continue key project possible within available resources
- Waiting on final state budget
- Updated plan at August meeting

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Learning Technology and Innovation

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Completed

- Online courses included in full-time tuition
- Launched ECON3001 MOOC

Under way

- Instructional Innovation Incubator (i3@UNC)
- Marketing partnerships to improve online program search and discovery
- New system-wide online Marketing Council
- UNC Online redesign

Under way

- Easier cross-registration in online courses through the Exchange
- Negotiating with multi-state online learning alliances
- Seeking grant funding to invest in shared content for “Universal 30” courses in collaboration with NCCCS
- Policy work with Education Cabinet Digital Learning Advisory Group

Planning

- Flexible course and program options
- Second-chance admissions and shared waitlists
- Analytics-driven advising support
- System-wide blended learning R&D
- Four-year online BA/BS study

- Competitive fellowship for tenured and tenure-track faculty across disciplines
- Embeds professional development in course development
- Facilitates peer learning with top technical support
- An incubator—not a grant

LEARNING TECHNOLOGY AND INNOV. COURSES ACROSS DISCIPLINES

- World Literature I
- Comprehensive Physical Science
- Chemistry and Society
- Residential Project Risk Management
- Social Welfare as an Institution
- Research Process/Research Skills
- Production and Operations Management
- Engaging with Social Media
- Women, Work, and Family in the Postwar U.S.
- Arts and Society
- Sound Recording and Music Production
- American Literature II
- Diversity in Early Childhood Education
- Crime Mapping and Crime Analysis