

## **Committee on Strategic Planning**

### ***2) October-December 2014 Strategic Directions Dashboard Reports***

**Situation:** The attached dashboard summarizes activities of University staff pertaining to the implementation of 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 quarterly basis. The Committee will provide updates to the full Board at each of these meetings.

**Assessment:** Plan activities underway are on track.

**Action:** This is an information item. No action is required at this time.

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

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## **QUARTERLY IMPLEMENTATION DASHBOARD REPORT**

**Status for October-December 2014**

**Version: January 5, 2015**

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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 the Strategic Plan budget or legislative appropriations, or On-hold due to insufficient resources)
2. **Attachment – Strategic Plan Action Items:** In order to create a concise implementation status report, the verbiage associated with the 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.








## COMPLETED ACTION ITEMS

The following Action Items are complete. 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 October. Furthermore, Action Items with recurring annual requirements are tracked on a fiscal year basis and are “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. Baseline start and end dates also appear in parentheses.

STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT For Period Ending December 31, 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	Dixon		100% (2013-14)	07/29/13	10/30/15
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 <b>[New development since last quarterly report]</b>	Dixon		100% (2013-14)	07/29/13	10/14
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









**STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT**  
For Period Ending December 31, 2014

Implementation Category: Completed

Action Item	Project Lead(s)	Overall Performance	% Complete	Schedule		
				Start Date	End Date	
1.E.6	Support faculty in the development of new online courses	Rascoff		100% (2013-14)	03/01/14	08/15/14
1.E.7	Create a website	Rhinehardt		100%	04/13	09/17/13
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 [New development since last quarterly report]	Cohen-Vogel/ Henz/Dixon		100%	04/07/14 (7/29/13)	10/03/16 (2/24/15)
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 for Phase II implementation).	Ortega/Stewart		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		100%	04/01/13 (03/13)	01/31/14
2.B.5	Ensure all general education courses meet transfer-level SACS standards	Ortega		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		100% (2013-14)	03/13	04/13








**STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT**  
For Period Ending December 31, 2014

Implementation Category: Completed

Action Item	Project Lead(s)	Overall Performance	% Complete	Schedule		
				Start Date	End Date	
2.C.1.b	Publish expected learning outcomes for each degree program on campus' websites	Henz		100%	08/13	10/10/13
2.C.1.c	Make licensure pass rates more accessible	Cohen-Vogel		100%	04/13	02/14
2.C.1.e	Publish Employment Security Commission employment and income data by major on publicly available web sites	Cohen-Vogel/Henz		100%	05/2013	9/1/14 (12/13)
2.C.2.a	Pilot use of revised College Learning Assessment (CLA) on five UNC campuses (Phase I) [Note: Phase II focuses on assessing impact of reduced incentives on participation and motivation]	Stewart		100% (Phase I)	03/01/13	9/1/14 (Spring 2014)
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		100%	07/29/13	05/30/14
<b>Implement A Comprehensive E-Learning Strategy</b>						
2.D.1	Eliminate distance education tuition charges for full-time on-campus students	Perusse		100%	Guidance provided in April. To be implemented for the 2014-15 academic year	
2.D.2	Extend UNC's reach to new audiences (ongoing)	Ross/Rascoff		100%	07/29/13	06/14 (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







**STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT**  
**For Period Ending December 31, 2014**

**Implementation Category: Completed**

Action Item		Project Lead(s)	Overall Performance	% Complete	Schedule	
					Start Date	End Date
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	Develop and deliver faculty development in support of online and blended learning (annually)	Rascoff		100% (2013-14)	06/01/13	5/1/2014 for '13-'14 academic year (11/13/13)
2.D.5	Continue market research on target audiences for online programs	Rascoff		100% (2013-14)	07/29/13	08/29/14
2.D.6	Launch UNC Online marketing campaign	Rascoff		100% (2013-14)		
2.D.5.f	Building on earlier research, develop new metrics and report on the performance of online learning programs across the system (Annually, beginning September 2014)	Henz/Rascoff		100% (2013-14)	07/01/13	09/01/13
2.D.10	Expand UNC Online Exchange registration to all online courses. Launch UNC Online Exchange pilots in new disciplines	O'Hara/Rascoff		100% (2013-14)		
<b>Teacher Quality Research</b>						
2.F.2	Strengthen teacher quality, expand outcome-based research, report annually to BOG	Chapman		100% (2013-14)	07/29/13	02/27/15 (8/29/14)

**STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT**  
For Period Ending December 31, 2014





Implementation Category: Completed

Action Item		Project Lead(s)	Overall Performance	% Complete	Schedule	
					Start Date	End Date
Serve the Needs of Our State, Regions and Communities Through Active Engagement						
3.C.6	Review UNC Center for Public Television	FitzGerald		100%	10/1/13	10/24/14 (09/14) (05/12/14)
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		100%	06/03/13	07/29/13
Mission Review and Refinement						
4.A.1	Review all campus mission statements	Ross/Ortega		100%	07/29/13	06/14 (11/08/13)
Operational and Administrative Savings						
4.B.1.d	Information technology infrastructure [New development since last quarterly report]	Leydon		100%	07/30/13	01/30/15
4.B.3	Non-instructional personnel costs	Perusse		100%	03/1/14 (03/31/14) (11/01/13)	10/31/14 (03/31/14)
4.B.5	Secure energy savings	Pruitt		100%	03/31/14 (11/13)	09/14 (03/31/14) Date extended to accommodate private sector company release date









**STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT**  
**For Period Ending December 31, 2014**

**Implementation Category: Completed**

Action Item	Project Lead(s)	Overall Performance	% Complete	Schedule		
				Start Date	End Date	
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		100%	02/13	07/1/14
Honor North Carolina's Constitutional Mandate of Low Tuition and Fees						
5.A.1	Develop a revised tuition and fee plan	Ross/Perusse		100%	07/29/14	06/30/14 (11/08/13)
Sustain the College Foundation of North Carolina						
5.B.1	Sustain College Foundation [New development since last quarterly report]	Perusse/Moretz / Arden		100% Funds dispersed 9/19/14	August 2014	Sept. 2014
Enhance Private Fundraising						
5.C.2	Enhance private fundraising: Augment campus-based major gifts staffing	Perusse		100%	01/01/14	01/17







## ACTION ITEMS UNDERWAY / IN PLANNING

The following Action Items are underway or in planning with existing resources. Start and end dates have shifted for a few Action Items; the baseline dates appear in parentheses.

STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT For Period Ending December 31, 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		Restructuring and aligning GEAR UP grant. Revised plan/approach to be in place by 01/2015.		
1.A.4	Build on success of EDUMetric data and accountability	Dixon		50%	04/14	08/15 (02/15)
Military And Veteran Population						
1.E.1	Provide early resident status [Included in FY 2014-15 legislative short-session budget request; funding not approved]	Rhinehardt		66%	09/13	1/2016 (8/31/14)
1.E.2	Develop a system-wide recruiting strategy for the military-affiliated student population	Rhinehardt/ Rascoff		57%	10/1/2013	06/30/15
1.E.5	Streamline admission/transfer policies for military and veteran population	Rhinehardt		80%	06/29/13	Anticipate approval of policy Jan/Feb 2015 07/31/14 (04/30/14) (02/1/14)
1.E.6	Support faculty in the development of new online courses [Included in short-session request; funding not approved]	Rascoff		40%	10/01/14	07/01/15









**STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT**  
**For Period Ending December 31, 2014**

**Implementation Category: Underway or in Planning with Existing Resources**

Action Item		Project Lead(s)	Overall Performance	% Complete	Schedule	
					Start Date	End Date
1.E.8	Create and utilize faculty and staff development tools.	Rhinehardt		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		71%	07/14	06/15
Assess The Impact Of Minimum Admissions Requirements						
2.A.2	Track those who fail to gain admission	Cohen-Vogel/ Henz		33%	03/01/13	06/15 (12/31/14)
Set Core Competencies For General Education Programs						
2.B.1.a	Implement Comprehensive Articulation Agreement (Phase II)	Dixon/Arden		38%	02/14	05/16
2.B.4	Use council review as basis for discussion, develop framework for student learning	Stewart/ Arden		50%	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/Arden		75%	07/01/13	10/30/15
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	N/A	0%	01/15	03/31/15
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.			








**STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT**  
**For Period Ending December 31, 2014**

**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 FY 2014-15 legislative short-session budget request; funding not approved]	Stewart		60%	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	Arden	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/ Arden		14%	09/14	02/16 (08/29/16)
Implement A Comprehensive E-Learning Strategy [Work is on track. Proposing to restructure the online learning section of the Plan. Refer to document titled "Recommended Plan Revisions" for details. Dashboard Report will be updated to reflect modifications, pending approval.]						
2.D.4.b	Pilot development of online competency-based courses.	Rascoff/ Stewart		Work plan to be developed.		
2.D.4.c	Develop and deliver faculty development in support of online and blended learning	Rascoff		Work plan to be developed for FY 2014-15.		
2.D.5	Continue market research on target audiences for online programs	Rascoff		Ongoing.		
2.D.5.e	Facilitate implementation of a portfolio of distance delivered programs responsive to needs of adult learners, including military etc.	Rascoff		Ongoing.		
2.D.6	Launch UNC Online marketing campaign.	Rascoff		Ongoing.		
2.D.7	Develop and market a fully online inter-institutional undergraduate degree	Rascoff		In early stage planning; work plan to be developed.		







**STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT**  
For Period Ending December 31, 2014

**Implementation Category: Underway or in Planning with Existing Resources**

Action Item	Project Lead(s)	Overall Performance	% Complete	Schedule		
				Start Date	End Date	
2.D.8.b	Partner with NC Community College system to enhance 2+2 degree options for online bachelors degrees	Rascoff		Work plan to be developed.		
2.D.10	Expand UNC Online Exchange registration to all online courses. Launch UNC Online Exchange pilots in new disciplines	Rascoff		Work plan to be developed (start/end dates are 07/14-06/15, respectively)		
2.D.11	Expand Exchange to all online courses and launch pilots in new disciplines [New Action Item; not included in Plan]	Rascoff		Work plan to be developed. Estimate that project is 25% complete.		
<b>Prepare More Higher-Quality Teacher And School Leaders</b>						
2.F.1.a	Update market research, renew campus growth plans, assess campus productivity	Chapman		50%	07/29/13	05/15 (12/14) (09/30/14)
2.F.3	Provide support for early-career teachers and school leaders [Moved from On-hold to Underway]	Chapman		50%	07/29/13	06/16
<b>Convert Discovery Into Innovation</b>						
3.B.5	Increase effectiveness of REACH NC as a portal to our campuses [Included in FY 2014-15 legislative short-session budget request; funding not approved]	Thornton		64%	07/29/13	06/15 (12/31/14) (02/28/14)
<b>Serve the Needs of Our State, Regions and Communities Through Active Engagement</b>						
3.C.1	Develop Annual Engagement Report	Boney		75%	07/29/13	04/15 (12/14) 9/30/14 (08/25/14)

**STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT**  
**For Period Ending December 31, 2014**

**Implementation Category: Underway or in Planning with Existing Resources**




Action Item	Project Lead(s)	Overall Performance	% Complete	Schedule		
				Start Date	End Date	
<b>Operational and Administrative Savings</b>						
4.B.1	Maintain or implement shared services in the following areas:					
4.B.1.a	Residency determination	Byers		68%	10/31/13 (06/03/13)	12/31/15 (10/31/13)
4.B.1.b	Internal audit	Perusse/Sanders		88%	06/03/13	06/30/15 (12/13/13)
4.B.1.c	FAFSA review and financial aid verification	Perusse/ Carpenter		92%	07/01/13	02/12/16 (06/30/15) (02/28/2014)
4.B.2	Generate savings and efficiencies through strategic sourcing, and by improving business practices and eliminating redundant processes	Perusse/Byers		40%	07/29/13	3/31/15 (12/31/14)
<b>Active Portfolio Management</b>						
4.C.1	Adopt system-wide guidelines for instructional productivity	Arden/ Dixon		83%	04/13	09/14 (08/14) (03/14)
4.C.3	Defragment select program islands and satellites through consolidation	Arden	N/A (Project in transition)	50%	06/13	06/14
<b>Student Data Mart</b>						
4.E.1.a	Create Student Data Mart	Cohen-Vogel		53%	07/29/13	09/16 (System to be operational by 01/16) (08/24/15)

## ACTION ITEMS FUNDED BY STRATEGIC PLAN BUDGET

A total of \$3,070,965 is available to support Action Items funded by the Strategic Plan Budget. The budget for FY 2014-15 reflects a recurring \$3 million, in addition to \$70,965 (non-recurring) that carried forward from FY 2013-14.





### STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT For Period Ending December 31, 2014

Implementation Category: Funded by Strategic Plan Budget

Action Item	Project Lead(s)	Overall Performance	% Complete	Schedule		Strategic Plan Budget (FY 2014-2015)		
				Start Date	End Date	Planned	Actual (through Nov.)	
Focus Area: 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	Dixon		Work plan for FY 2014-15 is being developed. In process of hiring director.			\$95,000	\$0
Focus Area: Early Warning System								
1.B.1	Implement Academic First student success initiatives, including early warning systems [Included in FY 2014-15 legislative short-session budget request; funding not approved. Utilizing funds from Strategic Directions budget]	Dixon		79%	07/13	10/30/15	\$392,983	\$2,899
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		21%	07/29/13	06/15	\$440,000	\$5,974

**STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT**  
For Period Ending December 31, 2014



Implementation Category: Funded by Strategic Plan Budget

Action Item	Project Lead(s)	Overall Performance	% Complete	Schedule		Strategic Plan Budget (FY 2014-2015)		
				Start Date	End Date	Planned	Actual (through Nov.)	
1.E.3	Phase II: Establish system-level support and logistical assistance, including implementation of NC MEPS	Rhinehardt		0%	01/15	07/15	\$80,000	\$0
Focus Area: College Learning Assessment								
2.C.2.a	Phase II: Pilot use of revised College Learning Assessment (CLA). Focus is on assessing impact of reduced incentives on participation and motivation.	Stewart		50%	08/14	08/15	\$224,000	\$58,000
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		100%	07/29/13	05/30/14	\$108,200 (To pay for invoice)	\$108,047
2.E.1	Initiate a biennial employer satisfaction survey (emphasis is on capturing qualitative information)	Henz/Boney		33%	11/14	06/15	\$100,000	\$0







**STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT**  
For Period Ending December 31, 2014

**Implementation Category: Funded by Strategic Plan Budget**

Action Item	Project Lead(s)	Overall Performance	% Complete	Schedule		Strategic Plan Budget (FY 2014-2015)		
				Start Date	End Date	Planned	Actual (through Nov.)	
<b>Focus Area: Comprehensive Online Learning Plan for Student Pipelines</b>								
Select Action Items from Section 2.D	Select Action Items associated with Marketing, Partnerships, Student Services and Faculty Development	Rascoff	Proposing to restructure the online learning section of the Plan. Refer to document titled "Recommended Plan Revisions" for details regarding the Funded Action Items. Dashboard Report will be updated to reflect modifications, pending approval.				\$300,000	\$18,233
<b>Focus Area: Course Redesign</b>								
2.D.4.a	<b>FY 2014-15:</b> Develop RFP that provides incentives to faculty to leverage technology in the redesign of courses ( <b>annually</b> , beginning 9/13)	K. Stewart / M. Rascoff		57%	07/14	06/15	\$250,000	\$199,838
<b>Focus Area: Teacher Quality Research</b>								
2.F.2	Strengthen teacher quality, expand outcome-based research, report annually to BOG	Chapman		13% (Restarted for FY 2014-15)	07/14	12/15	\$200,000	\$200,000
<b>Focus Area: Serving the People of NC: Help meet the growing healthcare needs of the state through innovative research, training and outreach</b>								
3.D.1	Nursing and Healthcare Workforce Study. Supports establishment of Health Care Redesign Task Force.	FitzGerald/ Stewart (for nursing component)	Work plan to be developed.				\$50,000	\$0



**STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT**  
For Period Ending December 31, 2014

**Implementation Category: Funded by Strategic Plan Budget**

Action Item	Project Lead(s)	Overall Performance	% Complete	Schedule		Strategic Plan Budget (FY 2014-2015)		
				Start Date	End Date	Planned	Actual (through Nov.)	
Focus Area: Student Data Mart								
4.E.1.b	<b>FY 2014-15:</b> Create the Student Data Mart (Action Item tracks expenditures to support FTEs for Banner functions)	Cohen-Vogel		25% (Restarted for FY 2014-15)	07/01/14	06/30/15	\$230,782	\$38,604
Focus Area: Shared Services								
5.C.1	<b>FY 2014-15:</b> Enhance private fundraising: Develop top-quality, centralized shared staffing (Action Item tracks FTE expenditures)	Perusse		25% (Restarted for FY 2014-15)	07/01/14	06/30/15	\$300,000	\$15,960
3.A.8	<b>FY 2014-15:</b> Defense Applications Group (Action Item tracks faculty stipends and FTE expenditure to support DAG)	Rhinehardt		35% (Restarted for FY 2014-15)	07/01/13	06/30/15	\$200,000	\$11,031
N/A	<b>FY 2014-15:</b> Strategic Plan Project Management Support	FitzGerald		N/A	08/13	06/30/15 + Ongoing	\$100,000	\$26,404
<b>TOTAL BUDGET</b>							<b>\$3,070,965</b>	<b>\$684,990</b>

## ACTION ITEMS FUNDED BY LEGISLATIVE APPROPRIATIONS

The North Carolina General Assembly provided support in the 2014-15 budget bill for Game-Changing Research (UNC Research Opportunities Initiative), and the College Foundation Program.

STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT For Period Ending December 31, 2014								
Game Changing Research: Funded by State \$3,000,000 State Appropriation								
Action Item	Project Lead(s)	Overall Performance	% Complete	Schedule		State Appropriation (FY 2014-15)		
				Start Date	End Date	Planned	Actual (through Nov.)	
Focus Area: Invest in Game Changing Research								
3.A.1	UNC Research Opportunities Initiative: Form six consortia in areas of excellence, identify opportunities, recruit and retain talent, and assess infrastructural needs.	Brown		81%	August 2013	June 2015	\$3,000,000 (Recurring)	\$0
Sustain the College Foundation of North Carolina								
5.B.1	Sustain College Foundation	Perusse/Moretz / Arden Complete. Funds disbursed 9/10. Retained in this section for budget tracking purposes.		100%	August 2014	Sept. 2014	\$1,000,000 (Recurring)	\$1,000,000
<b>TOTAL APPROPRIATIONS</b>							<b>\$4,000,000 (Recurring)</b>	<b>\$1,000,000</b>

## ON-HOLD ACTION ITEMS

The following Action Items are on-hold due to insufficient resources.

STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT For Period Ending December 31, 2014		
Implementation Category: On Hold		
Action Item		Project Lead(s)
Strengthen and Diversify a Changing Pipeline		
1.A.3	Expand the Minority Male Mentoring Program	Dixon
1.A.5	Evaluate Mathematics and Science Education Network (MSEN) Pre-College Program	Chapman
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 FY 2014-15 legislative short-session budget request; funding not approved]	Dixon
1.B.3	Performance Funding Model [Included in FY 2014-15 legislative short-session budget request; funding not approved]	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
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
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

**STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT**  
**For Period Ending December 31, 2014**

**Implementation Category: On Hold**

<b>Action Item</b>		<b>Project Lead(s)</b>
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.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
<b>Reduce Attempted Hours To Degree Through More Comprehensive Advising</b>		
2.E.2	Electronic advising support software [Included in FY 2014-15 legislative short-session budget request; funding not approved]	Dixon
2.E.2.a	To facilitate seamless transfer, explore scaling electronic advising solution to include the North Carolina Community College System [Included in FY 2014-15 legislative short-session budget request; funding not approved]	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 FY 2014-15 legislative short-session budget request; funding not approved]	Dixon
2.E.2.c	Implement strategies for assessing and improving student satisfaction with academic and career services [Included in FY 2014-15 legislative short-session budget request; funding not approved]	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
<b>Prepare More Higher-Quality Teacher And School Leaders</b>		
2.F.3.d	Initiate development of a school leadership support program	Chapman
<b>Invest In Game-Changing Research And Scholarship That Solves Problems Of North Carolina-And The World</b>		
3.A.2	Hire, reward, and retain critical faculty in areas of excellence [Included in FY 2014-15 legislative short-session budget request; funding not approved]	Arden
3.A.2.a	Hire key faculty [Included in FY 2014-15 legislative short-session budget request; funding not approved]	Arden
3.A.2.b	Reward and retain existing faculty [Included in FY 2014-15 legislative short-session budget request; funding not approved]	Arden

**STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT**  
**For Period Ending December 31, 2014**

**Implementation Category: On Hold**

<b>Action Item</b>		<b>Project Lead(s)</b>
3.A.2.c	Provide professional development and proposal support [Included in FY 2014-15 legislative short-session budget request; funding not approved]	Arden /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	Arden
<b>Convert Discovery Into Innovation</b>		
3.B.1	Establish Collaboration Seed Fund [Included in FY 2014-15 legislative short-session budget request; funding not approved]	Boney/Brown
3.B.2	Develop new Innovation Discovery [Included in FY 2014-15 legislative short-session budget request; funding not approved]	Boney/Brown
3.B.3	Move forward promising early-stage ideas through proof-of-concept fund [Included in FY 2014-15 legislative short-session budget request; funding not approved]	Boney/Brown
3.B.4	Advance ideas ready for commercialization through investment [Included in FY 2014-15 legislative short-session budget request; funding not approved]	Boney/Brown
<b>Serve the Needs of Our State, Regions and Communities Through Active Engagement</b>		
3.C.2	Prepare "job ready" students through experiential internships [Included in FY 2014-15 legislative short-session budget request; funding not approved]	Thornton/Boney
3.C.3	Encourage development of innovative continuing education and post-baccalaureate programs	Arden
3.C.4	Support UNC research and scholarship on culture, tourism, and the creative economy	Boney/Brown

**STRATEGIC DIRECTIONS QUARTERLY IMPLEMENTATION DASHBOARD REPORT**  
**For Period Ending December 31, 2014**

**Implementation Category: On Hold**

<b>Action Item</b>		<b>Project Lead(s)</b>
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.2	Expand AHEC	Arden
3.D.2.a	New residencies	Arden
3.D.2.b	Additional community-based training	Arden
3.D.2.c	Dental housing [Included in FY 2014-15 legislative short-session budget request; funding not approved]	Arden
3.D.2.d	Center for Rural Health Innovations [Included in FY 2014-15 legislative short-session budget request; funding not approved]	Arden
3.D.3	Provide education and training for the next generation of pharmacists	Arden
3.D.3.a	Expand the clinical preceptor base to support early student immersion in the patient care environment	Arden
3.D.3.b	Add 20 new pharmacy residency positions	Arden
3.D.3.c	Recruit a tenure-track faculty member to lead planned Center of Excellence in Pharmacy Practice (CEPP)	Arden
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
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	Arden /Cohen-Vogel
Address Repair and Renovation Needs		
5.D.1	Create a consistent and sustainable funding stream to better manage the state's capital assets	Perusse