



November 17, 2016

UNC BOARD OF GOVERNORS STRATEGIC PLAN PUBLIC FORUM: EXECUTIVE SUMMARY

UNC Charlotte participated in a UNC Board of Governors Strategic Plan Public Forum on November 14, 2016 with 50 attendees. Attendees consisted of faculty, staff and students. The sign-in sheets are included as an appendix to this report. The written comments and spoken comments from that event were synthesized and compiled by the UNC Charlotte Chief of Staff and the Office of the Chancellor and the executive summary of the themes, key issues and remarks are reported below.

➤ ACCESS

Goal 1

- Need to better define participation gap
- Recommendations to strengthen outreach and recruitment efforts to underrepresented and low-income high school students and families
 - Send representatives into schools to recruit low-income students; survey their needs
 - Help students across the state see themselves at a university by supporting travelling counselors, student ambassadors, email communication
 - Partner local community colleges with high school students to provide information/awareness; more workshops for FAFSA, college application process (including waivers)
 - Provide funding to support bridge programs
 - Consider putting system advisors in unrepresented areas; look at Texas A&M model for assisting/recruiting underrepresented students
- Restore resources to the public school districts
- Recommendations to provide necessary financial assistance to support low-income students
 - Offer more school based scholarships; need-based housing, meal plans, parking, book stipends
 - Eliminate caps or cuts to state grants
 - Need to define how low income university students will be supported while matriculating
 - The Board of Governors needs to consider the impact of the 15% cap on financial aid in 2015
 - UNC system should look at UNC Charlotte's scholarship office technology and software used to match students with internal and external scholarship opportunities
- Internships and job placements are weak; need to be strengthened
- Ensure that student wellbeing is supported; mental health and emotional supports
- Support transfer students in transitioning to four year universities
 - Recognize transfer students in the graduation rates
 - Fund programs to bridge transition from community colleges to four year universities
- Establish programs, resources to support middle income students who need assistance (come from large families)
- Recommendations for Metrics
 - Need to better define how quality is measured
 - Need to incorporate metrics involving federal programs, such as FAFSA
- Do not reinvent the wheel
- Implement tools to better inform students of the value of their degree; US Federal College Scorecard

Goal 2

- Offer education majors incentives to stay in the state to teach
- Re-establish financial stipends for teachers with advanced degrees
- Re-establish the Teaching Fellows Program
- Need to better define “prepared educator”
- Need to better define “high quality” as a metric

➤ STUDENT SUCCESS

Goal 1

- Recommendations to support incoming freshmen
 - Incorporate more STEM opportunities in high school
 - Offer summer transition programs for underrepresented high school students
- Recommendations to support students in persisting
 - Empower students to know the value and opportunity their education affords
 - Create more topics-based classes
 - Update course plans for classes
 - Develop professional network success programs to prepare students for careers in their majors
 - Provide university students with more personal employer interactions, i.e. job shadowing
 - Fund student success programs
 - Need to ensure that transfer students succeed is critically important to the mission of UNC Charlotte
 - Expand student success goal to include graduate students and their experiences
 - Address discrepancies in Ph.D. stipends at different institutions
- Recommendations related to faculty and staffing
 - Recruit more well-rounded professors; recruit authors to teach as second career
 - Hire better advisors
 - Address poor college advising
 - Need increased diversity training for faculty and staff as the UNC system becomes more diversified
- UNC system should not mandate specific programs; should allow campuses to build on what they have
- Recommendations for Metrics
 - Need additional qualitative metrics – surveys are not the best way to get information from students
 - Wellbeing metric – great that students feel good, but that doesn’t mean they are prepared
 - Need to better define “student learning gains” as a metric
 - Include metrics for transfer students

Goal 2

- Focus on quality education rather than funneling students to ensure timely completion
- It is unrealistic to expect four-year completion in some programs
- Consideration should be given to students with disabilities

➤ **AFFORDABILITY AND EFFICIENCY**

Draft Goal 1

- Consider affordability for out-of-state students
- Students need more grants
- Stop taking available money from students and giving it to administration
- Metrics
 - Need to flesh out metrics
 - Need to better define comparison point for “equal or higher quality”

Draft Goal 2

- Ease credit transfer process from community college to four year universities
- Need to better define operational flexibility, including its measurement
- Increase Chancellor’s budget authority

➤ **ECONOMIC IMPACT AND COMMUNITY ENGAGEMENT**

Draft Goal 1

- Focus on quality of degrees and students rather than quantity; many students not ready for STEM fields
- Fund graduate schools to help with professional development to prepare graduating students for workforce/academia
- Keep standards high; possibly use independent metrics, such as standardized national tests
- Recognize early childhood education as having a positive impact on the economy

Draft Goal 2

- Invest in faculty and faculty research
- Ensure there is adequate staffing for pre- and post-research work
- Provide more state-funded tuition waivers to grad students to increase quality of research and bring in more qualified professors
- Develop programs to assist graduate students in applying for grants and fellowships
- Focus metrics on quality rather than quantity

Draft Goal 3

- Keep voting locations on campuses to keep students involved
- Potential metrics – volunteer service hours, partner organizations, non-profit employment

➤ **EXCELLENT AND DIVERSE INSTITUTION**

Draft Goal 1

- The plan needs to recognize that mission is related to place
- Increase representation at upper hierarchies of policy decision making

Draft Goal 2

- Need to better define “human capital”
- Review HR policies that restrict or limit promotion and retention of current staff members
- Internal candidates are restricted in salary adjustments when assuming new roles; necessary to get BOG exceptions; external candidates can earn higher salaries
- Need to better define the employee engagement metric

Draft Goal 3

- Need to better define support to HBCUs
- What is the impact of the \$500 tuition plan for the three impacted campuses and the remaining system
- How does the potential closing of Elizabeth City State University impact this goal

➤ **OTHER ISSUES TO CONSIDER**

- The strategic plan does not address campus climate/security/police reporting
- The plan must think into the future; position UNC system for anticipating new areas of knowledge
- The plan must reflect that the UNC system is no longer just a local, parochial institution of learning, but is connected to many entities in the U.S. and beyond
- Graduate students are never explicitly mentioned in the draft goals; the Board of Governor’s intent may be to include them but legislators may not know
- Graduate students are critical to the success of research institutions, such as UNC Charlotte, UNC-CH, and NCSU; adding more state tuition waivers for graduate assistants improves quality of universities
- The Board of Governors needs to be more transparent, an issue with which it has struggled