



THE UNIVERSITY
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at CHAPEL HILL

Strategic Roadmap for a Global UNC

Global Leadership Circle Report, Bill Harrison (chair)

March 26, 2009

Purpose of the Global Roadmap

- Assess UNC's comparative strengths, challenges, and opportunities in the global arena
- Outline specific priorities, strategies, and resources required for UNC to become *a leading global university*



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The Process

Process

Spring 2007:

- Bill Harrison recruited by then-Chancellor Moeser to assemble the Global Leadership Circle and lead the strategic planning effort

Summer 2007:

- Completed UNC global benchmarking study

October 2007:

- 1st Global Leadership Circle meeting
- Clarified purpose, vision, guiding principles

March 2008:

- Conducted site visits to top global universities



Process

March 2008:

- Formed the UNC Global Executive Committee

May 2008:

- 2nd Global Leadership Circle meeting
- Reviewed first draft of Global Roadmap

Summer / Fall 2008:

- Met with key schools/units across UNC campus
- Final recommendations were vetted through UNC Global Executive Committee

January 2009:

- 3rd Global Leadership Circle meeting
- Approved final recommendations



People Involved

People Involved

Global Leadership Circle:

- Blue-ribbon panel of UNC's most internationally-oriented and successful alumni, friends, and business leaders

Advisory Board for Global Education:

- Long-standing board of advisors for international programs

Office of International Affairs:

- Internal working group (Peter Coclanis, Mike Cohen, Karen Gil, Arne Kalleberg, Jack Kasarda, Daniel Lebold)

International Affairs Advisory Council:

- Group of key faculty and administrators from across the University of North Carolina that meets once a semester



People Involved

UNC Global Executive Committee:

— Reports to Provost Bernadette Gray-Little

- Bruce Carney, Arts & Sciences
- Peter Coclanis, International Affairs
- Jim Dean, KFBS
- Karen Gil, Arts & Sciences
- Barbara Rimer, Public Health
- Bill Roper, Health Affairs
- Tony Waldrop, Research & Economic Development



Our Vision

UNC's Global Vision

Our vision is for Carolina to become (and be recognized as) *a leading global university* that:

- prepares students for life in an interconnected world;
- helps North Carolina and the nation succeed in a global economy;
- addresses pressing international and regional problems through teaching, research, and service.



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North Carolina

Importance to North Carolina

Few states have been affected more dramatically by globalization than North Carolina.

Global Challenges:

The collapse of textiles, apparel, furniture, and tobacco.

Global Opportunities:

Rapid rise of IT, biotech, pharmaceuticals, banking and finance.

Uncertain Future:

Even rising industries are threatened — as the current economic recession makes its mark on every sector of the state's economy.



Importance to North Carolina

UNC's success in the global arena will benefit North Carolina by:

- expanding global connections;
- increasing opportunities for international collaboration and innovation;
- bringing some of the world's most innovative thinkers to its campus in the heart of the state;
- preparing our state's future workforce for successful careers in a globalized world.



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Guiding Principles

Global Roadmap - Guiding Principles

- UNC should focus strategically on a small number of select priorities.
- Priorities should:
 - be transformational and play to UNC's comparative advantages;
 - address critical gaps in strategic areas;
 - be embraced by UNC's top leadership.



What We Learned:
Challenges

Key Challenges

- Lack of faculty depth – especially in Asia and Africa
- Difficulty attracting/retaining internationally-oriented faculty
- Lack of a visible platform to amplify UNC's mission on a global scale
- Low percentage of international students and scholars
- Lack of significant endowment support for international partnerships and exchanges
- Insufficient library holdings in key areas
- Relatively low international rankings and reputation
- Insufficient resources for strategic marketing and communications



What We Learned:
Strengths and Assets

Key Strengths

— Highly collaborative, interdisciplinary campus culture combined with a breadth of international initiatives

- Carolina Population Center
- Institute for Global Health and Infectious Diseases
- Area Studies and Title VI National Resource Centers
- Center for AIDS Research
- Carolina Center for Genome Sciences
- The Cecil G. Sheps Center for Health Services Research
- Center for Health Promotion & Disease Prevention
- Kenan Institute for Private Enterprise
- Lineberger Comprehensive Cancer Center
- Renaissance Computing Institute



Key Strengths

- Tremendous depth and breadth in key areas
 - Global Health / Public Health
 - Business and Economic Development
 - Population Studies and Migration
 - Water, Sustainable Development, and the Environment
 - Latin American and European studies



Recommendations

Global Roadmap Recommendations

Overview

- 6.1 Global Research Institute
- 6.2 Faculty Expertise / Preparing Students
- 6.3 International Partnerships
- 6.4 Global Communications
- 6.5 Global Infrastructure
- 6.6 North Carolina's Global Economy



Section 6.1

Global Research Institute

(6.1) Global Research Institute

To become a leading global university, UNC must:

- amplify its depth of expertise on the world stage;
- leverage cross-disciplinary collaborations in finding solutions to complex global problems relevant to North Carolina;
- fast-track the presence of world-renowned scholars at UNC;
- ultimately find ways to recruit and retain the world's top scholars at UNC.



(6.1) Global Research Institute

Inaugural theme to be launched in 2009:

— **At the crossroads:**

Globalization, the economic crisis, and the future of the North Carolina economy

Research will focus on understanding the impacts of globalization on local communities, in good economic times and in bad.



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(6.1) Global Research Institute

Project “team” of scholars to be drawn from

- College of Arts & Sciences
 - Gillings School of Global Public Health
 - Kenan-Flagler Business School
 - Carolina Population Center
 - Eshelman School of Pharmacy
 - School of Medicine
 - Institute of the Environment
 - Other UNC system schools
- 2-3 world-renowned eminent distinguished visiting scholars



(6.1) Global Research Institute

Activities:

- Fall 2009: Symposium on Globalization and the North Carolina Economy
- Spring 2010: Announce Inaugural Visiting Scholars
- Summer 2010: Launch Inaugural Project
- Fall 2010: Host NC Economic Summit

Other products:

- Conferences, seminars
- Books, articles, publications
- Policy recommendations
- Potential to recruit visiting scholars to permanent appointments



Section 6.2

Faculty Expertise / Preparing Students

(6.2) Faculty Expertise / Preparing Students

- Preparing students for the global world will require a significant expansion in the number of faculty with expertise in key regions of the world.
- International Studies is one of the fastest growing majors at Carolina – over 700 students/year.
- UNC has traditional strengths in Latin America and Europe, but lacks sufficient depth in Asia, Africa, and the Middle East.
- Five years ago, only 27 UNC students traveled to Asia; this year, over 250 students traveled to Asia. However, UNC lacks faculty depth to keep up with demand.



(6.2) Faculty Expertise / Preparing Students

Key objectives:

— **Invest in Asia**

Priority: Fund and recruit an eminent distinguished professorship in Asian studies to provide **leadership** across the social sciences

— **Invest in Africa**

Priority: Fund and recruit an eminent distinguished professor in African studies

— **Establish a Global Masters Program**



Section 6.3

International Partnerships

(6.3) International Partnerships

- Connecting Carolina to the world will require an investment in strategic partnerships in key regions around the world.
- Global partnerships foster exchanges of international students, faculty, and most important – knowledge.
- Key priorities:
 - **King's College London**
 - **National University of Singapore (NUS)**
 - Funds to support international student and faculty exchanges



Section 6.4

Global Communications

(6.4) Global Communications

- Promoting UNC's global brand will require a sustained, coordinated, and focused communications strategy.
- It is imperative that UNC drives core messages to key audiences around the world.
- Key priorities:
 - **Global Communications Director**
 - Private funding to support Chancellor and upper-level administrators' international travel to advance key strategic partnerships and funding opportunities



Section 6.5

Global Infrastructure

(6.5) Global Infrastructure

- Targeted investments are needed to respond to and support strategic opportunities when they emerge.
- Key priorities:
 - **The Global Education Fund**, a \$500,000 unrestricted annual fund to support key international programs, including six Area Study Centers.
 - Funds are needed to foster faculty and student research, partner exchanges, and seed funding for emerging international initiatives.



Section 6.6

North Carolina's Global Economy

(6.6) A Global North Carolina

- As part of its core mission to North Carolina, UNC must direct its resources to assisting our state's transition to a global economy.
- Key priorities:
 - Construct a strategic roadmap to advance North Carolina's economic and business development
 - Develop strategies that target education, economic development, and policy



Conclusion

Conclusion

Recommendations contained in the Global Roadmap are designed to be:

- Strategic
- Targeted
- Mutually complimentary
- Transformative
- Achievable



Resources

Resources Required

- Approximately \$4.4 million in annual expendable will be required to fund these recommendations.
 - UNC will seek to commit \$1,050,000 (24%) annually through public allocation and unrestricted support.
 - In addition, private endowment support is needed:
 - **Global Research Institute** **\$20 million**
 - **Faculty Support** **\$15 million**
 - **Strategic Partnerships** **\$30 million**
 - **Communications** **\$ 2 million**
-
- Total Endowment: \$67 million**



Next Steps

Next Steps

- Seek Board of Trustees’ approval of the core recommendations in the Roadmap
- UNC’s internal team is developing Implementation Plans for each of the recommendations that include:
 - goals, objectives, action items
 - timelines
 - performance measures and benchmarks
- Internal oversight provided by the Global Executive Committee
- Restructure the two external boards (Advisory Board and Global Leadership) into one board





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Questions / Comments