

Imagining the 21st Century Public Research University



Photo by Sam Kittner



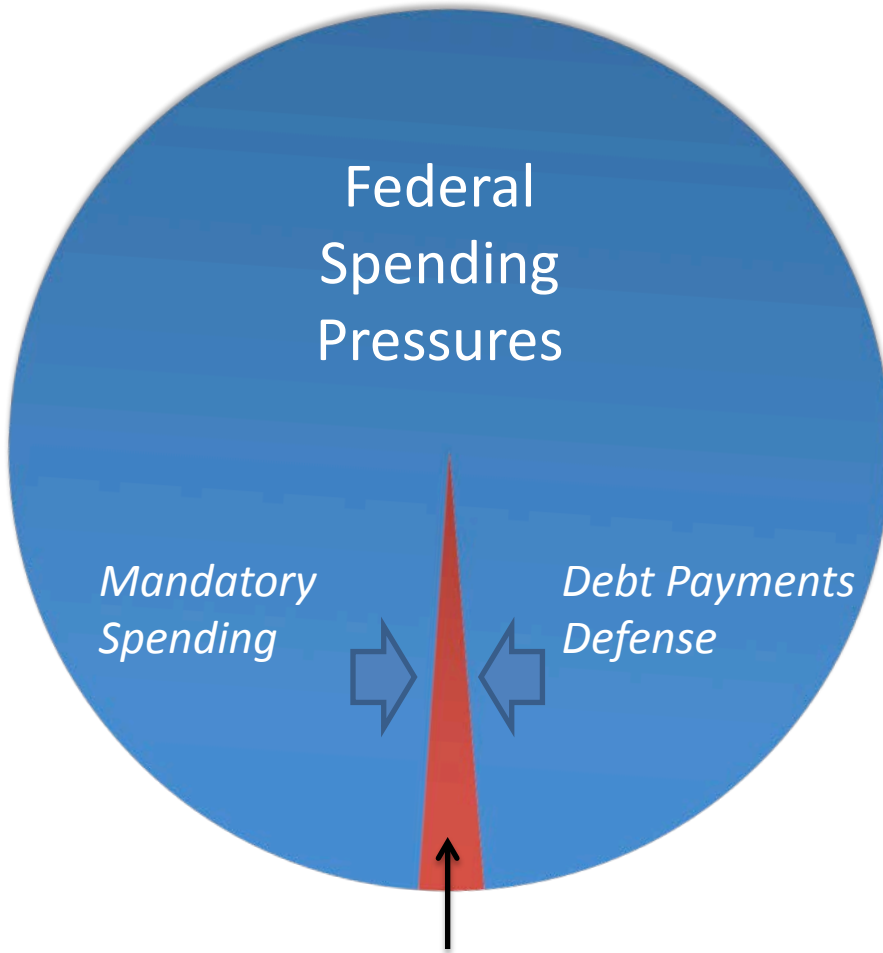
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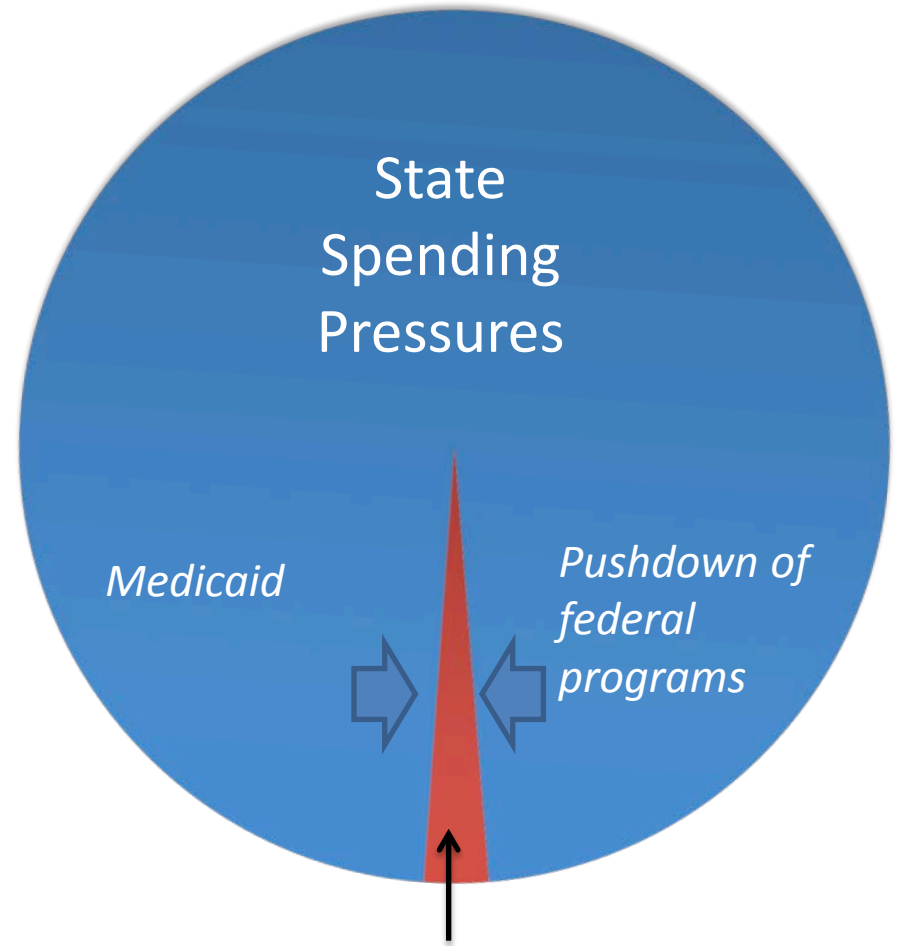
Success of American Universities



Current Pressures



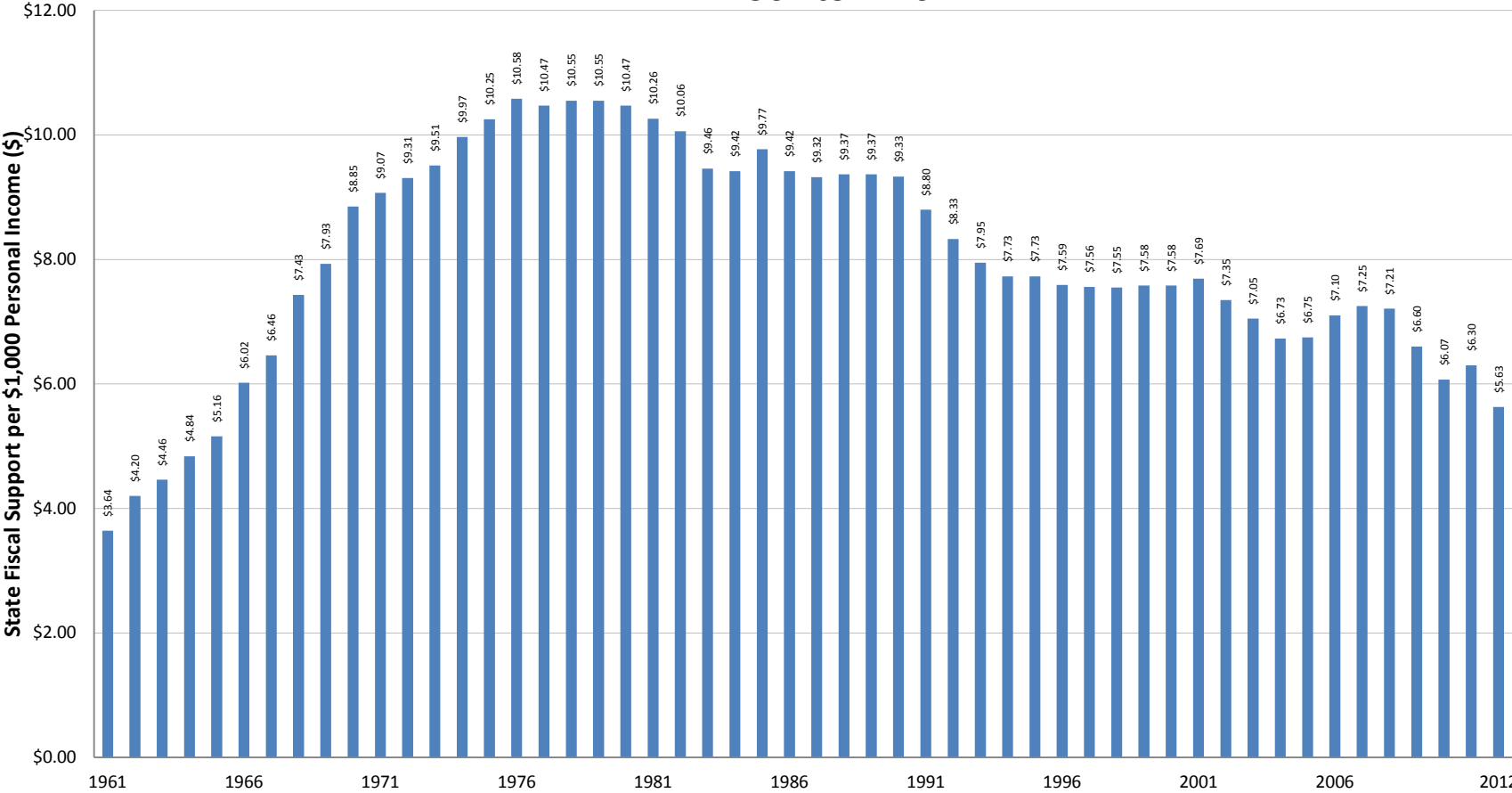
Higher Education



Higher Education

National Trends in Higher Education Funding

Average State Fiscal Support for Higher Education
per \$1,000 of Personal Income
FY1961 to FY2012



Is Qualitative Change Imperative?



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Carolina's Responsibility to Lead

“How can we make sure that everybody is getting the kind of education they need to personally succeed but also to build up this nation – because in this economy, there is no greater predictor of individual success than a good education.” President Obama, 1/27/12

“In the 21st century, the U.S. will no longer be the Big Dog. Human capital will be more broadly dispersed. There will be an array of affluent nations fully engaged in the global economy. ... To thrive, America will have to be the crossroads nation where global talent congregates and collaborates.” David Brooks, 1/24/11

“To fulfill our founding principles – “light and liberty” – our reach, to paraphrase the poet Robert Browning, must always exceed our grasp. We cannot lapse into complacency or self-satisfaction with what we are or where we have been. Instead, to remain fully engaged with and responsive to the world around us, we must reach farther and deeper into our collective imagination to set the goals that will realize our evolving mission.” Academic Plan 2011: *Reach Carolina*

Areas of Conversation

What does it mean to be a public university and how can we ensure that Carolina continues to thrive?

- Models of undergraduate education
- College access and college completion
- Balancing costs and quality
- Solving problems



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Undergraduate Education

How do we optimize student success now and in the future?

- What are the purposes of undergraduate education?
- Are we providing employment credentials or a broad educational experience?
- What components of an undergraduate education are necessary for success after graduation?
- How can we better integrate our research mission and our teaching mission?
- What makes a Carolina degree special?



College Access and Completion

Are there ways to educate more students without increasing overall costs?

- How can we provide broad access to UNC?
- How can we drive completion rates up?
- How can we decrease time to degree?
- What would the financial aid system look like if we rebuilt it from scratch?



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Balancing Costs and Quality

Where should we innovate?

- How do we balance institutional costs and maintain high academic quality?
- How do we reduce the costs of educating students yet not sacrifice essential educational ingredients?
- Where can we successfully apply business principles to university activities?



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Solving Problems

Can we focus the brainpower of the university to specific problems?

- What is the public research university's role in solving problems?
- How can we make our best even better?
- How can we incentivize outcomes?
- How can we increase engagement with the state, nation and world?
- How global should we be?



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Next Steps for Board of Trustees

- Conduct a broad discussion with the campus community about the nature of the modern public research university framed around these questions
- Utilize the Academic Plan and the “Best Place to Teach, Learn and Discover” reports as guides
- Monitor internal changes aimed at addressing the new vision
- Launch a bold fundraising campaign organized around these objectives

