



OPEN SESSION

FOR ACTION

1. Approval to Decommission Certain Centers and Institutes
Jim Dean, Executive Vice Chancellor and Provost

[\(Attachment A\)](#)

FOR INFORMATION ONLY

(No formal action is requested at this time)

1. Graduate and Professional Student Federation Update
Dylan Russell, GPSF President
2. Employee Forum Update
Charles Streeter, Chair of the Employee Forum
3. Faculty Update
Bruce Cairns, Chair of the Faculty
4. Campus Update
Winston Crisp, Vice Chancellor for Student Affairs
5. [Update on Student Stores](#)
Matthew Fajack, Vice Chancellor for Finance and Administration
6. Provost's Update
Jim Dean, Executive Vice Chancellor and Provost
7. [Online Task Force and Carolina Office of Online Learning](#)
Carol Tresolini, Vice Provost for Academic Initiatives
Gary Marchionini, Dean of the School of Information and Library Sciences &
Chair of the Online Task Force
Rob Bruce, Director of the William and Ida Friday Center

*Some of the business to be conducted is authorized by the N.C. Open Meetings Law to be conducted in closed session.

COMMITTEE MEMBERS

Charles (Chuck) G. Duckett, Chair

William (Bill) Keyes IV, Vice Chair

Donald Williams Curtis

Julia Sprunt Grumbles

Allie Ray McCullen

Houston L. Summers

Administrative Liaison:

Jim Dean, Executive Vice Chancellor and Provost

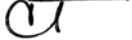


MEMORANDUM

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TO: James W. Dean, Jr.,
Executive Vice Chancellor and Provost

FROM: Carol Tresolini 
Vice Provost for Academic Initiatives and Chair, Centers & Institutes Review
Committee

CAROL P. TRESOLINI
Vice Provost for Academic Initiatives
carol_tresolini@unc.edu

DATE: October 12, 2015

RE: Approval to Decommission Certain Centers and Institutes

The Centers & Institutes Review Committee has received requests to decommission three centers in the Gillings School of Global Public Health. These requests were initiated by the dean to address units that either were no longer operational or did not meet the definition of “center” or “institute” as described in UNC General Administration regulations (UNC Policy Manual section 400.5[R]) and UNC-Chapel Hill policies. On behalf of the Committee, which has discussed these requests and come to consensus on them, I am now forwarding the Committee’s recommendations to you for consideration.

The Committee recommends that the following centers be decommissioned and removed from the official list of UNC-CH centers and institutes, for the reasons described below:

- *Nutrition Obesity Research Center.* This was a grant-supported center that no longer is funded or in operation.
- *Occupational Safety and Health Education and Research Center.* This center is funded by a single external research grant for which the funding agency uses “center” designation. It does not meet the GA or UNC-CH definition of “center” as an organized administrative unit.
- *UNC Center for Innovative Clinical Trials.* This is a unit that is more accurately called a laboratory. Its primary purpose and function is to facilitate advances in the design and analysis of clinical trials through collaborative methodological research projects between industry professionals and academic researchers in the Department of Biostatistics. If decommissioned, the SPH will give it a new name, the Innovative Clinical Trials Laboratory.

According to UNC-Chapel Hill policy and UNC General Administration regulations, decisions to discontinue or decommission a center or institute must be approved first by you, and then by the Chancellor and Board of Trustees. If approved, we then will notify the Office of Research and Graduate Education at UNC General Administration.

I would be happy to provide additional information as needed.

Thank you for considering these recommendations and forwarding your determinations to the Chancellor and Board of Trustees for their consideration.

Copy: Members of the Centers and Institutes Review Committee
Barbara Rimer, Dean, Gillings School of Global Public Health



Update on UNC Student Stores Evaluating Potential Outsourcing of Management



UNC Student Stores Considering Outsourcing

- University issued an RFP to evaluate whether to outsource operation of UNC Student Stores
- Primary goal would be to increase funding for need-based student aid
- Over 2,000 college bookstores, including several UNC system campuses, managed by two largest vendors



UNC Student Stores Factors Driving Decision

- Student Stores sales are down from \$29.2 million in 2006 to \$25 million in 2015
- Textbooks and Bull's Head Bookshop face challenging future due to online alternatives
- Potential to grow scholarships by increasing sales and gaining efficiency from larger operations
- Unsolicited bid prompted decision to consider alternatives
- Any decision will be made with careful consideration of our current full-time employees and student employees



UNC Student Stores Process Timeline

RFP Issued	Monday, January 11, 2016
Proposals Due	Thursday, February 18, 2016
Review of Proposals by UNC	Spring 2016



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Online Learning at UNC-Chapel Hill: Focus on Access and Success

Carol Tresolini, Vice Provost for Academic Initiatives

Gary Marchionini, Dean, School of Information and Library Science

Rob Bruce, Director, William and Ida Friday Center for Continuing Education

A Long History of Distance Learning

- 1913 correspondence instruction initiated
- 1994 first online professional school degree program
- 1997 Carolina Courses Online offered
- 2011 first 2U program (MBA@UNC)
- 2013 Coursera partnership established
- 2015 UNC CORE established to serve active duty military



Current Online Programs

- Gillings School of Global Public Health
 - Certificate in Core Public Health Concepts
 - Certificate in Field Epidemiology
 - Certificate in Occupational Health Nursing
 - Certificate in Community Preparedness and Disaster Management
 - Certificate in Public Health Leadership
 - Certificate in Global Health
 - MPH in Public Health Leadership, with three tracks:
 - Occupational Health Nursing
 - Leadership
 - Global
 - Executive DrPH in Health Leadership
 - MPH in Public Health Policy and Management
 - MHA in Public Health Policy and Management



Current Online Programs, Continued

- School of Media and Journalism
 - Master of Arts in Technology and Communication
 - Certificate in Technology and Communication
- Department of Allied Health Sciences, School of Medicine
 - Master of Clinical Laboratory Science
 - Masters in Radiologic Science
 - Transitional Doctoral Program in Physical Therapy
- School of Government
 - Master of Public Administration, with 2U
- Kenan-Flagler Business School
 - MBA@UNC, with 2U
 - Online Masters of Accounting, with 2U



Current Online Programs, Continued

- William and Ida Friday Center for Continuing Education
 - Carolina Courses Online
 - Self-Paced Courses Online
 - UNC CORE
- Summer School
 - 26 online courses offered in 2015
- Non-credit/continuing education online
 - MOOCs
 - Various webinars, courses, and resources offered by professional schools, centers, and institutes



Recent Trends

- Opportunities
 - Greater technological capability can mean more effective learning
 - There is widespread public interest in online programs
 - Can increase access to higher education via online programs
 - Demand exists for a wide array of online programs
 - Potential for global reach



Recent Trends

- Challenges
 - Traditional academic calendars not always best for online learning
 - Online programs place demands on university infrastructure
 - Academic policies and procedures not designed for online education
 - Limited centralized resources to support online teaching and learning
 - Declining enrollment in some online programs
 - Lack of in-house expertise in marketing and online student recruitment
 - Need for start-up funding to develop and implement new programs



Report of the Task Force on Online
Learning to Improve Access
And Success

January 27, 2016

Context

- Provost Dean appointed Task Force Spring 2014
- 24 members across academic and administrative spectrum
- Meetings Spring and Summer 2014
- Report presented to Provost in Fall 2014 and to Dean's Council
- This is a journey rather than a destination



Key Issues

- Effects of new technologies and techniques on residential program outcomes (e.g., flipped classrooms)
- Implications of new online programs on already stressed campus services
- Roles of 3rd party enterprises in UNC online programs



Recommendations:

Campus support for online learning

- Create a Credit/Reserve Fund to incent and develop new online programs
- Establish Resource Office for Online Learning
 - Within Provost's Office
 - Manage funds, coordinate administrative offices
 - Advise programs/units
 - Manage production facility and services
- Establish faculty-administrative-student task force on trends and opportunities



Recommendations:

Leverage Technology to Improve Residential Education

- Create a CFE curriculum innovation fund for large (\$50K) and small (\$10K) grants
- Create working committee to review academic policies, procedures, and calendars to support blended or hybrid approaches
- Allocate a recurring fund to redesign classrooms (\$500K)
- Create an Active Learning Laboratory within CFE



Recommendations: Expand Access

- Offer an online undergraduate degree completion program
- Expand online professional certificate and degree programs
- Develop and assess hybrid degree programs
- Assess and develop new non-degree, worldwide programs (e.g., MOOCs)



Recommendations: Evaluation

- Add evaluation staff to CFE and OIRA to assess online and residential programs



Survey of Deans

- After presentation to Dean's Council, deans were asked to rate importance of each recommendation
- Rate top three priorities, summarize and weight by priority number
- Top-ranked recommendations follow with total 'points' in parentheses



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- Establish a Resource Office for Online Learning (ROOL) **(21)**.
 - Establish a UNC-Chapel Hill online learning credit/reserve fund to enable development of new online programs **(16)**.
 - Create an Active Learning Laboratory to provide training and support to instructors transitioning to blended learning models **(13)**.



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- Offer a market-driven, online undergraduate degree-completion program for non-traditional students **(8)**.
 - Expand market-driven, professional school certificate and degree programs for non-residential students **(8)**.
 - Build a recurring competitive curriculum innovation fund to facilitate and encourage faculty use of technology **(6)**.
 - Allocate recurring annual funding of \$500,000 to redesign classrooms to facilitate interaction **(6)**.



Carolina Office for Online Learning (COOL)

January 27, 2016

Carolina Office for Online Learning (COOL)

- The Carolina Office for Online Learning (COOL) partners with UNC Chapel Hill schools and departments to evaluate, develop, promote, research, and administer UNC online courses and programs.
- The COOL serves as a central, collaborative, shared- services infrastructure for online learning programs and coordinates with University units vital to the success of online programs.
- The COOL positions UNC-Chapel Hill as a leader in access and success through mission- and market-driven expansion of online programs.



Responsibilities

- Coordinate with University administrative offices (Admissions, Registrar, Scholarships and Student Aid, ITS, Legal Counsel, etc.) in the development of online programs and evaluation of administrative systems and resources needed to accommodate new online education models.
- Conduct or contract for market research to determine program viability and marketing strategies.



Responsibilities

- Provide guidance on compliance with University policies and procedures, UNC System policies, and federal and state laws and regulations related to online programs.
- Provide instructional design and course production facilities and services.
- Create and maintain a “Carolina Online” site that will serve as a central University hub for promotion and demonstration of activity.



Responsibilities

- Evaluate business and financial models and potential third-party partnerships for online programs.
- Collaborate with the UNC Center for Faculty Excellence on pedagogy and online curriculum and instruction.
- Collaborate with the CFE and Institutional Research to ensure program outcomes assessment.



Responsibilities

- Act as a repository of information on technologies, innovations, service-providers, and other resources for online teaching and learning.
- Coordinate marketing of the University's online degree programs and management of the University's name, image, and brand in concert with the UNC-Chapel Hill Office of Communications and Public Affairs and UNC General Administration (UNC Online).
- Manage the Online Learning Credit/Reserve Fund.



Projects

Current

- Friday Center
- UNC CORE Certificate Program
- Massive Open Online Courses (MOOCs)
- NC/DOT Highway Safety Research Center
- Kenan-Flagler Executive Education
- Graduate School
- Gillings School of Public Health
- School of Information and Library Science

Pending

- Degree Completion
- Kenan Institute
- School of Education
- School of Social Work
- School of Nursing



Next Steps

- Seek Provost approval
- Secure funding
- Reorganize and expand Friday Center existing online resources
- Appoint advisory board
- Create Capital Campaign case statement for online learning credit/reserve fund

