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**OPEN SESSION**

**FOR INFORMATION ONLY**

(No formal action is requested at this time)

1. Operational Excellence

Attachment A

*Bob Blouin, Executive Vice Chancellor and Provost*

*Rick Wernoski, Senior Vice Provost for Business Operations*

*Andy Johns, Senior Associate Vice Chancellor for Research*

**COMMITTEE MEMBERS**

**Julia Grumbles, Chair**

**Kelly Hopkins, Vice Chair**

**Jeff Brown**

**Lowry Caudill**

**Allie Ray McCullen**

**Hari Nath**

***Administrative Liaison:***

***Bob Blouin, Executive Vice Chancellor and Provost***

***Judith Cone, Vice Chancellor for Innovation, Entrepreneurship, & Economic Development***



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

# The BLUEPRINT For NEXT University Strategic Framework

## OUR VISION

To be the leading global, public research university in America with outstanding educational programs at the best and most affordable price, to conduct game-changing research and innovate for the public good, and to bring health and prosperity to the citizens of the state, nation, and beyond.

Envisioning the next ten years, our framework identifies the priorities that will guide our decision-making. These choices reflect the University's existing strengths, hold fast to our commitment to the public and deepen our campus culture of innovation and creativity. The Blueprint for Next was endorsed by the UNC-Chapel Hill Board of Trustees in January 2017.

## THE PILLARS

### Of the public, for the public. We will:

- Eliminate all barriers to a great education.
- Bring expertise to bear for the benefit of North Carolina and beyond.
- Work for democracy: develop citizen-leaders and encourage informed public discussion.

### Innovation made fundamental. We will:

- Value and prioritize foundational research and creative practice.
- Meet the imperative for learning that is personalized, experiential, collaborative, and data-literate.
- Translate research into professional, commercial, and societal uses.
- Adapt to evolving workforce and student needs.

## CROSS-CUTTING IMPERATIVES

- Aspire to preeminence.
- Help us serve as the economic powerhouse for the state.
- Prepare our graduates for the new economy and contemporary life.
- Adopt a global mindset.
- Address big societal questions.

## TREASURED VALUES

- Above all, we are human, inclusive, and humane: we build a highly capable community, care how we treat one another, provide for each other's well-being, and facilitate personal success.
- We embrace the evolving diversity of the people of North Carolina and the broader community we serve.
- We lead as a proudly public institution: in collaboration with the people and our partner organizations in North Carolina, nationally, and internationally.
- We focus on population health and prosperity.
- We embrace change and possibility; we prize beauty and art; we are aspirational, energetic, creative, and willing to take risks.
- We are committed to operating effectively, sustainably, ethically, transparently, nimbly, with technological sophistication, at the pace of change.

# The Blueprint for Next UNC-Chapel Hill's Strategic Framework

Update for Board of Trustees

Discussion Document | November 14, 2018



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## Priorities

1. Eliminate all barriers to a great education
2. Bring expertise to bear for the benefit of North Carolina and beyond
3. Work for democracy: develop citizen-leaders and encourage informed public discussion
4. Value & prioritize foundational research & creative practice
5. Meet the imperative for student learning that is personalized, experiential, collaborative, and data-literate
6. Translate research and creative practice into professional, commercial, and societal uses
7. Adapt to meet the career development needs of students and the workforce

## Cross-Cutting Imperatives

1. Create the conditions where everyone in the campus community feels that they belong
2. Adopt a global mindset
3. **Achieve operational excellence in the administration of all units and departments to enable significant growth in scale and impact**



- Carolina Excellence Initiative
  - Business and Finance
  - Human Resources
  - Research Administration
- Data Analytics
- Strategic Planning and Assessment

# Carolina Excellence Initiative

Update for Board of Trustees

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- » **There is no presupposition of solutions** (e.g., shared services) – the primary objective is to improve service levels while taking into account the culture at each school and unit
- » **This is not an effort aimed at cost savings** – the focus instead is on improving the quality, speed, and accuracy of services with an ultimate benefit to the end user and create a platform that can accommodate the University's future growth
- » We will **engage the whole UNC – Chapel Hill community** (e.g., Deans, faculty, administrative staff) in a structured, collaborative, and transparent process
- » We must **demonstrate what is possible** by picking a service and making rapid improvements
- » This effort will **design a desired end state and “work backward”** from that end state, starting with the services of greatest importance to end users and building a culture of performance management and continuous improvement



- A clear and common fact base across the institution on the current state of administrative operations (e.g. listening tour themes, key KPIs, process maps for prioritized functions)
- A “case for change” that compellingly articulates the need to shift the administrative operations of the university
- A clear plan for transforming operations and drastically improving service quality in prioritized functions
- Significant change in two high priority areas that builds momentum for the entire transformation across campus (e.g., significantly decreasing the hiring process time)
- A roadmap and capability building plan for the overall operating model of administrative operations at UNC- Chapel Hill (i.e., over what period of time and in what order will initiatives be implemented)
- A university community that feels heard and has been continuously engaged throughout the process (5 working teams of 15-20 people, along with 300+ stakeholders engaged)



- 40+ Listening Sessions conducted / scheduled to understand current pain points
  - 100% of all schools
  - 100% of all major departments
- 18 person Steering Committee with representation from:
  - School leadership (e.g., Deans)
  - Central campus functional units (e.g., Vice Chancellors)
  - Central campus administrative units (e.g., Vice Provosts)
  - Faculty leadership (e.g., Chair of Faculty Council)
  - Staff leadership (e.g., Chair of Employee Forum)
- 5 “Design Teams” composed of mix of campus and central staff (15-20 people per team)

# UNC Data Analytics

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- » **Provide a state-of-the-art Data Analytics Infrastructure** – Implement industry-leading technology and platforms and best practices necessary to provide easy access to data and methods for leveraging data.
- » **Build a team of Data Analysts/Scientists** – Create a core team of data analysts/scientists that can leverage the University's data to produce reports and dashboards that enable data-driven decision making at all levels of University leadership and management.
- » **Build a Data-Driven Culture** – Deploy training and other resources that enable all faculty and staff at the University to be 'Citizen Data Scientists' who think about the needs and opportunities to incorporate data into all aspects of the University.
- » **Eliminate Barriers** – Identify all barriers to success and actively work to eliminate or manage those barriers that impede access to and opportunities to leverage data.



- » **License and Implement Data Analytics Platforms as Campus Standards** – Implement the leading technologies and platforms that are needed to enable easy, quick access and interpretation of data via modern analytics techniques. Chosen platforms should meet today's needs of reporting, dashboards and predictive analytics, but also be positioned to take advantage of emerging technologies such as Natural Language Processing (NLP) and Artificial Intelligence (AI). Platforms adopted as University standards would be supported by the University and integrated with Institutional Data Sources.
  
- » **Visualization Capability** – Selected platform(s) should be able to provide functionality for easy creation and deployment of dashboards and other visual analytics. (Ex: Tableau)
  
- » **Large Datasets** – Selected platform(s) should be able to leverage large datasets efficiently and with ease. (Ex: SAS Visual Analytics)
  
- » **Continuing investment** – Selected vendors need to be continually investing in R&D of their product to keep pace with rapid advancements in the analytics and data science landscapes. (Ex: IBM Cognos, Microsoft Power BI)





- » **Create a small, agile data analytics team** – Create three small teams, each of which would include a data analyst/scientist paired with a subject matter expert who has significant knowledge of the University's data with the goal of producing 'quick win' reports and dashboards that address immediate needs for high-value targets. These teams would function in an agile fashion, initially making use of data that is 'clean' and currently available while efforts proceed to ready additional datasets that may need additional work.
  
- » **Agile & Flexible** – The early stages of a data analytics effort will likely present some unanticipated challenges. Teams should be able to be flexible and respond in an agile fashion.
  
- » **Produce Quick Wins** – Every organization has challenges with some of its data. Teams will work to produce 'quick wins' based on data that is more mature and readily accessible.
  
- » **Transient Org Model** – While teams would function initially as 'skunkworks' operations, it is envisioned that they would transition into a more traditional, permanent organizational structure as analytics efforts and infrastructure mature.



- » **The Data Analytics Planning Committee should continue its efforts** – While the initial steps of building a data analytics infrastructure have been identified, there is much more work that remains. The Committee should continue to consider how to:
  - » **Build and Promote a Data-Driven Culture** – Deploy training and additional resources that can help the University community understand what data are available and how they can take advantage of it to incorporate it into daily decision-making.
  - » **Establish Best Governance Model** – Consider current governance efforts and committees and propose changes to ensure a fully coordinated model that ensures that the University continues to cultivate and sustain a robust data analytics community.
  - » **Eliminate Ongoing Barriers** – The team would focus current and new barriers to success that need to be eliminated or managed to ensure easy, fluid access to data for decision-making purposes. These include data access/security, confidentiality/privacy, risk management, etc.

# Example: Sponsored Research Proposal Activity

## Proposals Summary

Proposal Type

(Multiple values)

Award Admin School

(All)

Award Admin Dept

(All)

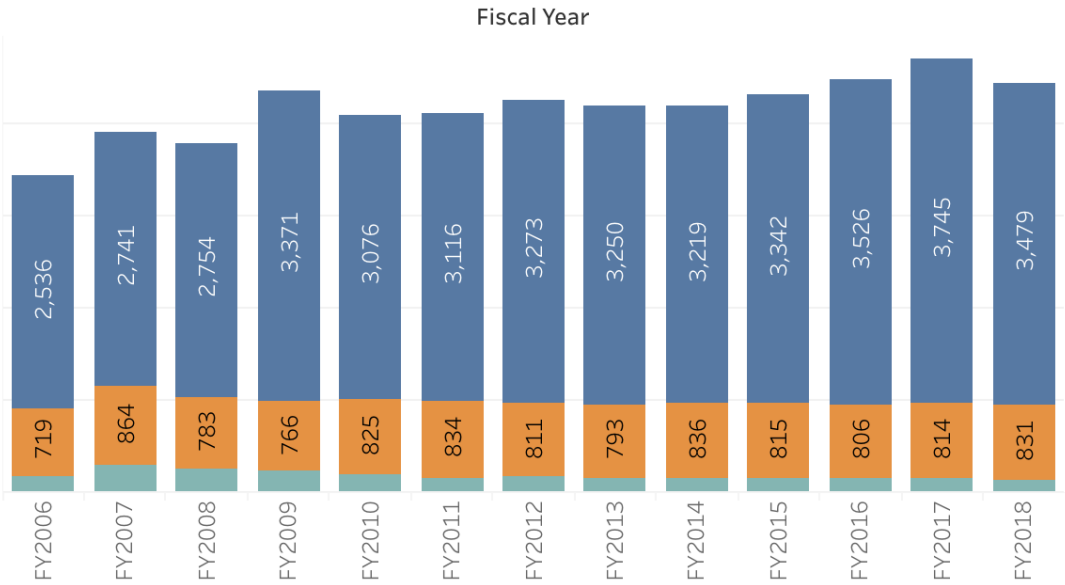
PI

(All)

Total Number of Proposals by FY

Fiscal Year	Initial Total Funds	Total Total Funds
FY2006	\$293,507,710	\$192,361,477
FY2007	\$415,003,784	\$660,079,372
FY2008	\$352,005,366	\$477,327,862
FY2009	\$439,734,623	\$620,179,272
FY2010	\$474,613,733	\$784,884,048
FY2011	\$443,237,418	\$677,829,712
FY2012	\$469,947,794	\$768,218,586
FY2013	\$471,197,487	\$743,027,468
FY2014	\$490,626,616	\$725,234,407
FY2015	\$511,641,260	\$835,676,773
FY2016	\$488,378,083	\$814,555,857
FY2017	\$533,048,955	\$876,258,329
FY2018	\$552,957,374	\$975,140,205
Grand Total	\$5,935,900,203	\$9,150,773,367

Total Number of Proposals by FY



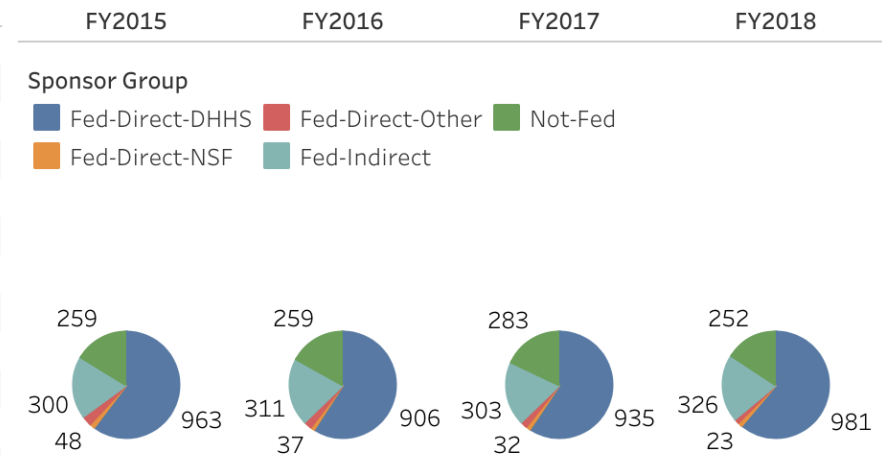
# Example: Sponsored Research Proposal Activity



## Sponsor Type - FY 2006-2018

Sponsor Type	Number of Records	Initial Total Funds	Total Total Funds
Null	1	\$11,999	\$11,999
Association	300	\$35,256,222	\$90,535,935
Business and Industry	1,370	\$122,808,349	\$158,612,334
Confidential	27	\$7,286,187	\$7,286,187
Educational and Research Insti..	2,732	\$337,571,620	\$534,546,616
Federal	12,508	\$5,080,449,920	\$7,956,860,186
Federal (non-US)	3	\$46,017	\$46,017
Foundation	707	\$108,629,075	\$122,985,681
Local Government	62	\$11,168,454	\$12,176,192
Nonprofit Organization	632	\$83,079,117	\$107,053,530
Other Sponsors	20	\$1,091,957	\$1,616,319
State Government (NC)	757	\$129,083,693	\$138,734,120
State Government (non-NC)	59	\$19,417,594	\$20,308,250

## Total Number of Proposals by Sponsor Group





# Example: Sponsored Research NIH Awards (11/8/18)



TOTAL AMOUNT

\$6,813,175,589

PROPOSALS/AWARDS

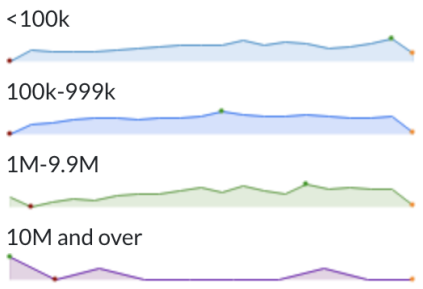
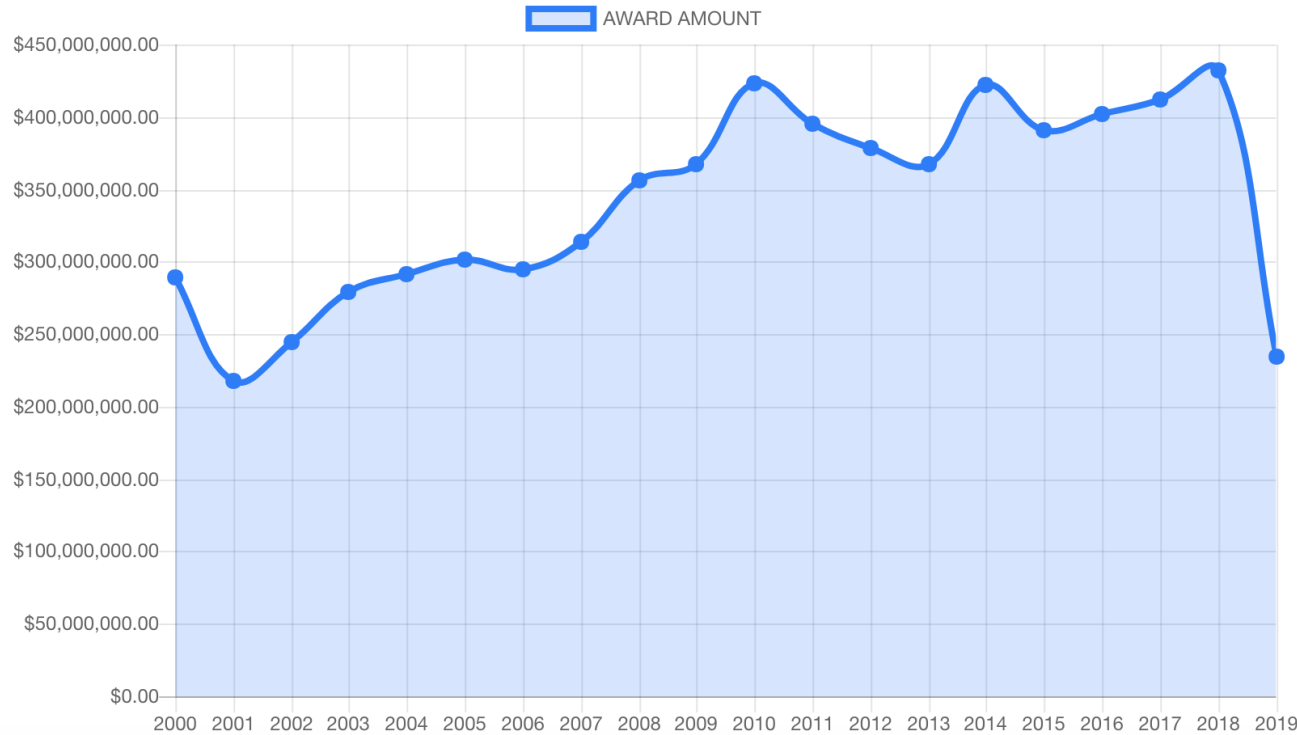
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< 100k	5328	100K-999K	12404	1M-9.9M	1159	10M and over	0
\$91,831,984		\$4,110,084,139		\$2,417,775,539		\$0	

FY AWARD AMOUNT TOTALS

TOTAL AMOUNT

RANGE COUNT BY FY



PERCENTAGES

