



**BOARD OF
TRUSTEES**

STRATEGIC FRAMEWORK COMMITTEE

May 29, 2019, 4:30PM
Chancellor's Ballroom East, Carolina Inn

OPEN SESSION

FOR INFORMATION ONLY

(No formal action is requested at this time)

1. From Blueprint for Next to Working Blueprint
Bob Blouin, Executive Vice Chancellor and Provost

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

Blueprint for Next: *Carolina's Strategic Framework*

The Working Blueprint: *Carolina's Strategic Plan*

The Year in Review

Presentation to the UNC Board of Trustees Strategic Framework
Committee

May 29, 2019



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL



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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:

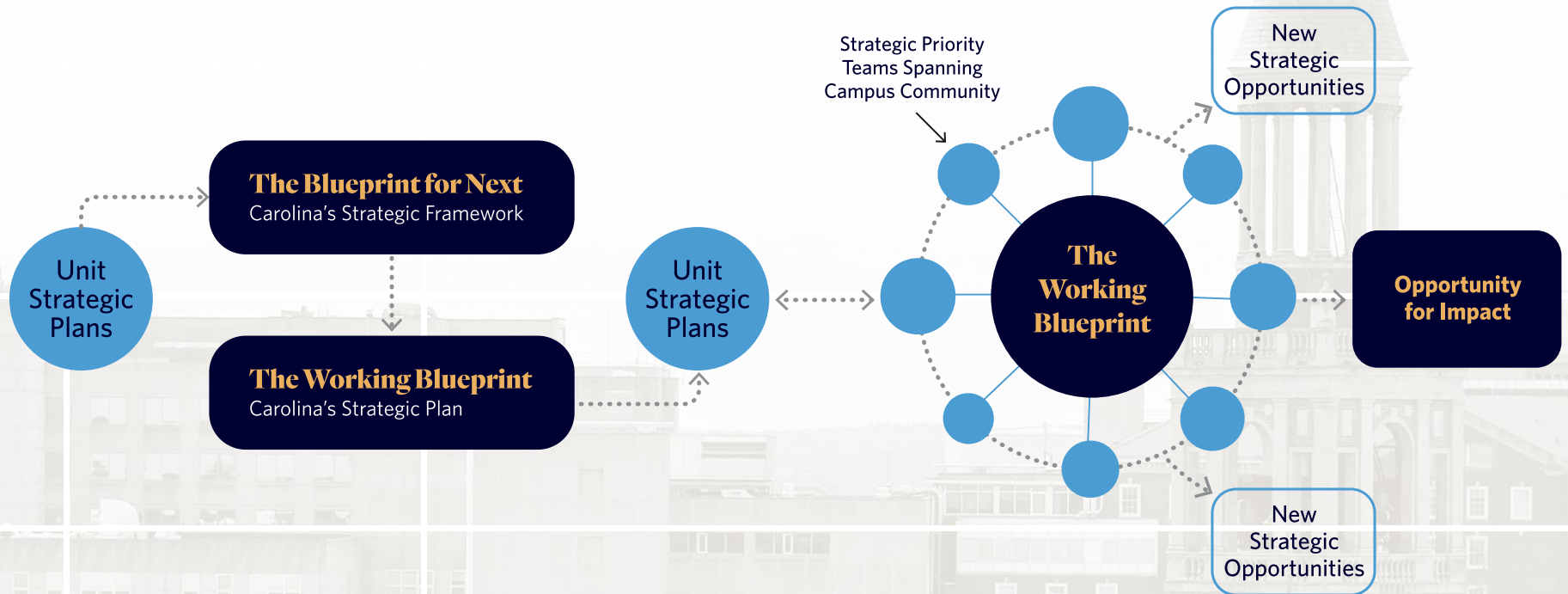
- Value and prioritize foundational research and creative practice.
- Meet the imperative for learning that is personalized, experiential, collaborative, and data-literate.
- Translate research into professional, commercial, and societal uses.
- Adapt to evolving workforce and student needs.

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 UNIVERSITY
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Our Vision

To be the leading global, public research university in America providing an outstanding, accessible, and affordable education; conducting game-changing research and innovation for the public good; and bringing health and prosperity to the citizens of the state, nation, and beyond.

Our Values

We are **dedicated to providing an accessible, affordable, and excellent education** to students, while giving them the tools they need to succeed through college and beyond.

We lead as a **proudly public** institution, seeking ways to serve and collaborate with the people of North Carolina and our partner organizations in the state, nation, and across the globe.

We **embrace the evolving diversity** of our campus, the people of North Carolina, and the broader community we serve.

We aspire to **preeminence**.

We are committed to **operating** effectively, sustainably, ethically, nimbly, with technological sophistication, at the pace of change.

We **welcome change** and possibility; we prize beauty and art; we are aspirational, energetic, creative, and willing to take risks.

Above all, **we care for one another**, provide for each other's well-being, build a highly capable community, and facilitate personal success.

The Working Blueprint: *Carolina's Strategic Plan*

The Working Blueprint is:

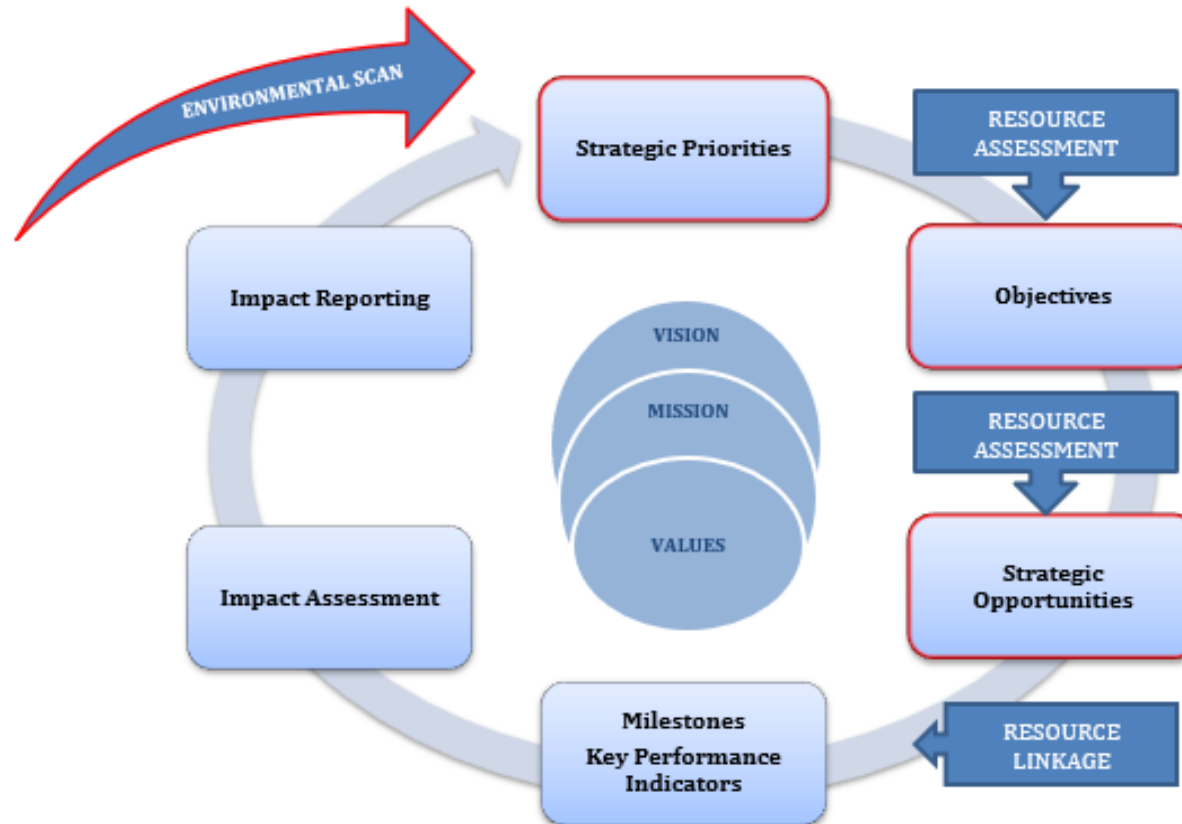
- strategic (i.e., rooted in environmental scans and aligned with the Blueprint for Next);
- actionable;
- embraced by the campus;
- a transparent working guide; and
- focused on initiatives that can achieve the largest delta of change.

Development of The Working Blueprint to date:

- Board of Trustees Strategic Framework committee meeting with Provost's Strategic Planning Team on March 27, 2018
- Weekly Strategic Planning Team meetings
- Provost's Leadership Cabinet discussions
- Small group meetings with key stakeholders regarding each strategic priority
- Deans shared with leadership within their respective Schools and the College, solicited feedback, resulting in additional follow-up meetings and discussions with individuals and small groups
- Discussions ongoing with small groups



Operationalizing the Working Blueprint





Working Blueprint Strategic Priorities

- 1 - *Include and Diversify*
- 2 - *Enable Student Success*
- 3 - *Develop Careers*
- 4 - *Discover*
- 5 - *Impact Society*
- 6 - *Renew Democracy*
- 7 - *Globalize*
- 8 - *Optimize Operations*



Strategic Priority 1: Include and Diversify

- Enhance the educational benefits of diversity for students through effective recruitment and enrollment
- Create conditions where all faculty, staff, and students feel they belong in the campus community and are equipped to thrive in a global society
- Prioritize diversity, inclusion, and equity in hiring, teaching, research, evaluation, and promotion



Strategic Priority 2: Enable Student Success

- Provide a student-centered experience, strengthening success for all students and fostering equity in success across student populations
- Facilitate learning that is experiential and collaborative, develops individual strengths, and encourages the understanding, use, and application of data
- Use digital technologies and partnerships to increase access and opportunities for students to learn at Carolina, including those who cannot participate in campus residential programs



Strategic Priority 3: Develop Careers

- Fully integrate career preparation into all students' experiences, and extend career development services to alumni
- Provide University staff with systematic professional development opportunities, enabling them to advance their careers
- Create opportunities to develop the careers of faculty, and address the changing conditions affecting the professoriate



Strategic Priority 4: Discover

- Pursue creative collaborations in research and scholarship
- Encourage artistic practice and artist-scholar synergies





Strategic Priority 5: Renew Democracy

- Actively engage as citizens responsible for the institutions of American democracy
- Work constructively across differences in our democracy, starting by promoting respect and listening
- Explore how humanity's highest purposes and potential are realized in a democracy, and can help the democracy thrive



Strategic Priority 6: Impact Society

- Achieve impact for North Carolina by supporting faculty who conduct results-driven research on problems with critical implications for the state
- Grow partnerships with businesses, nonprofits, and government to translate discoveries into practical applications and public use
- Engage with communities to solve problems and improve lives



Strategic Priority 7: Globalize

- Guarantee that a global education is available to all students
- Innovate in global programming and research, specifically in alignment with the University's other strategic priorities
- Increase impact abroad and at home by scaling selected global initiatives





Strategic Priority 8: Optimize Operations

- Develop a high-functioning administrative operation that supports the University's mission of research, teaching, and service
- Institute a budget model that is transparent, efficient, and effective for fiscal management of individual units and the overall institution, while maintaining a collaborative culture and promoting financial sustainability
- Implement a robust data governance structure and process to inform decision-making and drive change



Strategic Opportunities

- Arts Everywhere
- Budget Model
- Campus Safety Commission
- Convergent Science
- Creativity Hubs
- Critical Ethnic Studies Initiative
- Data Analytics
- Data Science
- Digital and Lifelong Learning
- Educational Benefits of Diversity
- Global Guarantee
- Global Impact Accelerator
- Global Seed Fund
- Health Equity Initiative
- IDEAS in Action Undergraduate Curriculum
- Innovate's County Mapping
- Interprofessional Education
- Mental Health Task Force
- Modernizing Student Support – Florence Hub
- North Carolina Bus Tour
- Operational Excellence
- Pathways to Impact
- Reimagining the Office of Diversity & Inclusion
- Risk Management
- Southern Futures
- Spending Authority
- Working Blueprint



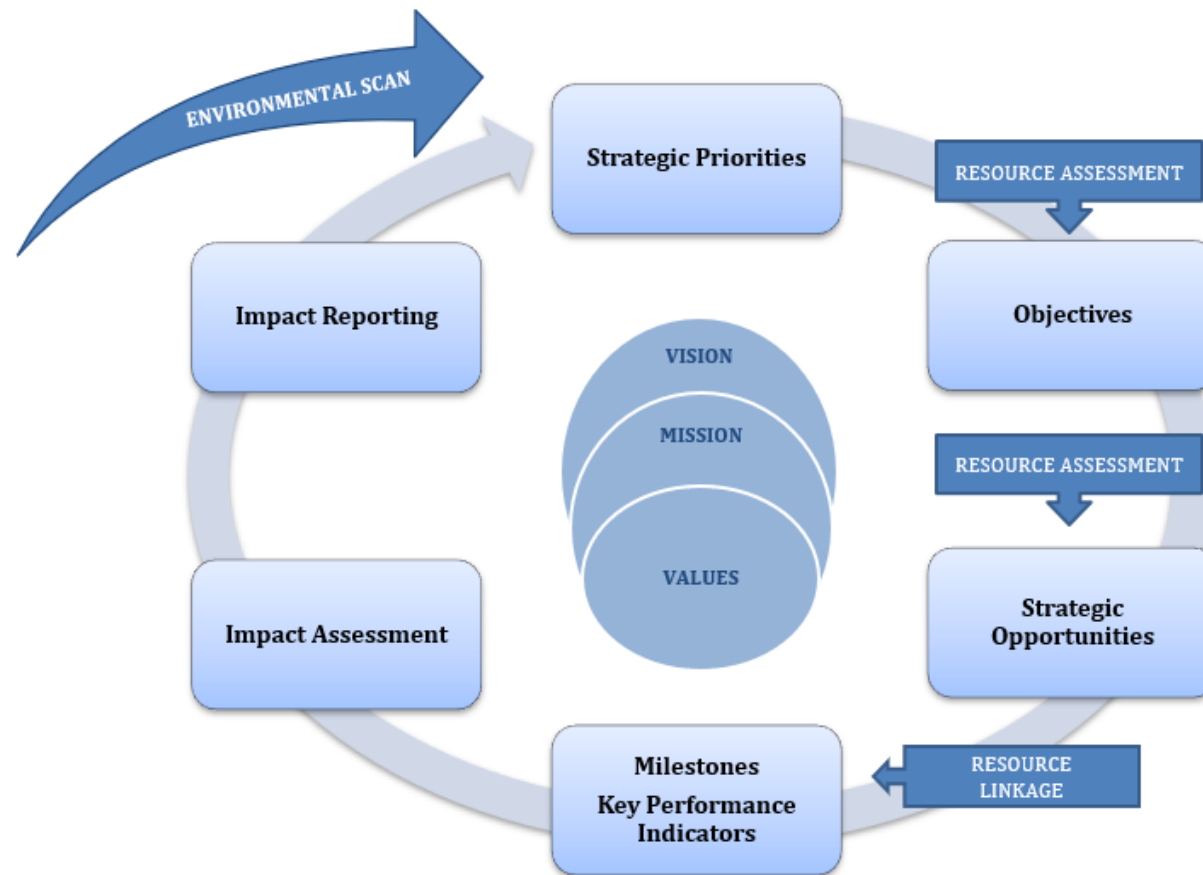
What's Next

- Align current strategic opportunities with their respective Strategic Objectives
- Align unit strategic plans with the Working Blueprint
- Build out the process for operationalizing the *Working Blueprint*, specifically:
 - Identify champions and teams for each Strategic Priority, with the goal of discovering and vetting new strategic opportunities throughout our campus community over time
 - Determine milestones and key performance indicators for strategic opportunities that are pursued
 - Monitor progress and impact
- Develop a communication strategy for
 - Informing *and* engaging the campus community in the *Working Blueprint*
 - Highlighting progress and impact for the campus community





Operationalizing the Working Blueprint





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