



21st Century Vision of the Public University

Chancellor Holden Thorp and the UNC Board of Trustees have called for a public conversation to envision the 21st century American public research university. Vibrant public universities are critical to the social framework and economic health of the nation, now and in the future. Public universities create and deliver knowledge while aiding their communities and providing educational access to citizens. Given increasing financial pressures and the historical role of public universities at the center of citizenship and business innovation, the core issues are what should these universities be teaching to prepare students for the 21st century, how should the services of these universities be delivered in the most cost effective and educationally effective way, and how should these services be funded?

All public universities are facing growing expense and revenue stresses. Funding pressures at both the state and federal level are increasing. Tuition rates are at an all-time high while financial aid often doesn't meet the full needs of students. These funding challenges and the societal need for public universities mean that qualitative change is imperative. The University of North Carolina at Chapel Hill is fortunate to have strong state fiscal support, which allows it to provide access through both low tuition and excellent financial aid leading to low debt loads for its graduating students. It does this while delivering world class learning for its students. Now is the time for Carolina to identify strategic plans that will maintain its leadership position in this shifting paradigm.

The University of North Carolina at Chapel Hill will lead and define the new model for public universities, just like it has for the last 200 years.

The Chancellor's and the Board of Trustees' year-long dialogue will facilitate institutional change at UNC-Chapel Hill and secure Carolina's long-term future. The conversation will include discussions of undergraduate instruction, college access and completion, and using research to solve the world's problems. Members of the Board of Trustees, Deans and the administration will lead faculty, staff and students in an examination of each issue, developing between three and five achievable goals or outcomes by next spring. The University's recent Academic Plan will serve as a foundation for this review. The final report will be issued by Chancellor Thorp and the Board of Trustees in May 2013.

The guiding principle of these reviews is to balance cost and quality while maintaining the three-part mission of The University of North Carolina at Chapel Hill: teaching, research and public service.

Models of Undergraduate Education

The goal of the undergraduate education review is to optimize student success. The academic plan has provided a blueprint for academic programs and strategies. Appropriately, as a long-term planning document, it does not take into account the economic realities of the moment. How can the University make college more challenging academically, more relevant to students' needs and learning styles, while increasing success and engagement? Issues such as course redesign, the changing nature of the faculty workforce, student-led problem solving, and different models of student residency and online education are relevant.

Target Questions:

1. What is the essence of undergraduate education? Is the University providing employment credentials or a broad educational experience or both?
2. What foundational components of an undergraduate education are necessary for future success?

3. Can instructional methods be improved or expanded for better and more efficient learning?
4. How can the University better integrate its research and teaching missions?

Review Group:

- Trustees Wade Hargrove, Phil Clay, Don Curtis, Alston Gardner, Will Leimenstoll
- Bruce Carney, Provost
- Karen Gil, Dean of the College of Arts & Sciences
- Bill McDiarmid, Dean of the School of Education

College Access and Completion

The goal of this review is to find ways to educate more students without increasing costs to the university or to students. The four primary funding mechanisms for financial aid (federal, state, private gifts and tuition) are under extreme pressure. At Carolina, students graduate on time and with lower debt than the national average. Can the University sustain this outcome? Issues will include expanding access to a broader group of students, further decreasing time to graduation, and innovative models of funding financial aid.

Target Questions:

1. How can broader access to UNC be provided?
2. How can the University drive completion rates up and decrease time to degree?
3. What would the financial aid system look like if rebuilt from scratch?

Review Group:

- Trustees Wade Hargrove, Kel Landis, Will Leimenstoll, Felicia Washington, Sallie Shuping-Russell
- Jim Dean, Dean of the Kenan-Flagler School of Business
- Steve Farmer, Vice Provost for Enrollment and Undergraduate Admissions
- Shirley Ort, Associate Provost and Director of Student Aid
- Taffye Clayton, Vice Chancellor for Diversity & Multicultural Affairs

Using Research to Solve the World's Problems

The goal of this review is to strengthen Carolina's ability to apply cutting edge research and scholarship in concrete ways to help solve pressing problems throughout the world. The collaborative culture that is already a strength of the university can be leveraged to create the cross-disciplinary teams that will be needed. As noted in the Academic plan, "many of the central challenges and problems of the 21st century require skills and perspectives from multiple academic and professional disciplines." What innovations are needed to ensure that the new ideas born at Carolina are developed and eventually applied to the betterment of humanity? Relevant issues are areas of research focus, methods to promote discoveries across the university, and enhanced integration of research and teaching.

Target Questions:

1. Can the University make its best better?
2. Can the University incentivize outcomes?
3. Can the University increase engagement with the state, nation and world?

Review Group:

- Trustees Wade Hargrove, Lowry Caudill, Peter Grauer, John Townsend, Steve Lerner
- Barbara Entwisle, Vice Chancellor for Research
- Steve Matson, Dean of the Graduate School
- Barbara Rimer, Dean of the Gillings School of Global Public Health