



Carolina

BEST PLACE TO TEACH, LEARN, AND DISCOVER REPORT

MARCH 2009

Trustees John Ellison and J.J. Raynor

THE CONTEXT

- 2009-2017: 30,000 additional high school graduates
- UNC system enrollment growth
- UNC-Chapel Hill's share: an additional 4,000 to 5,000 students
- Creation of a trustee study team of John Ellison and J.J. Raynor
- The student population is expected to increase by 80,000 students through 2017. From a GA document, Sept. 4, 2008



THE GOAL

- Develop a strategic plan to improve quality in the face of enrollment growth and fiscal constraints
- Recommend ways for Carolina to become the best place to teach, learn, and discover



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

THE NEW REALITY

- Economic downturn
- Increased focus on positioning Carolina for even greater strength in the future



CAROLINA COMMUNITY INPUT

- Students, faculty, staff, administrators, alumni

- Consensus on mission:

UNC-Chapel Hill's mission is to be the best place to teach, learn, and discover for the citizens of North Carolina and of the world. Therefore, improving Carolina's quality means improving all of the factors that go into an environment that empowers our community to teach, learn, and discover.



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AREAS OF RECOMMENDATION

1. Recruitment of the best undergraduate and graduate students
2. Recruitment, support, and retention of our faculty
3. Improving the academic experience



UNDERGRADUATE RECRUITMENT

Recruit students who will improve the quality of the incoming classes:

- Increase merit scholarships
- Train Board of Visitors to recruit students
- Take advantage of Chancellor Thorp's willingness to recruit top students
- Use current students to recruit from their former high schools
- Use distinguished faculty to recruit
- Use top students who have committed to UNC to recruit others



UNDERGRADUATE RECRUITMENT

- Expand academic opportunities not currently available
- Emphasize the Carolina experience with only 18,000 undergraduates
- Counter misconceptions of size and multiple campuses
- Emphasize advantages of a major research university
- Highlight offerings that make UNC feel smaller and more personal
- Create smaller communities of learning



GRADUATE RECRUITMENT

- One-year, no-service obligation fellowships for first-year Ph.D.s
- Expanded tuition remission program and in-state tuition awards
- Cover graduate student fees
- Summer research stipends
- Best practices effort to improve recruiting and applicant pool quality
- First-year support for master's students in areas of need in NC



FACULTY RETENTION AND RECRUITMENT

- Increase faculty salaries through legislative increases
- Raise endowment for new distinguished professorships
- Increase tuition, apply a portion to faculty salaries
- Increase research grants, apply some of the overhead receipts to salaries
- Supplement/replace state benefits package with one that is competitive



IMPROVE THE ACADEMIC EXPERIENCE

- Small class sizes: more honors classes, first-year seminars
- Academic advising
- Undergraduate research: expand opportunities
- First-year seminars: increase program for all first-year students
- Honors Program: expand range of class offerings it provides
- 3+1 master's programs
- Minor in Solving the World's Problems
- Departmental curriculum evaluations



DISCUSSION

- Maintain quality in face of enrollment growth, competition, fiscal constraints
- Next steps

