

## **Carolina's Response to UNC Tomorrow — A Summary**

People who spoke at the community listening forums recognized intuitively that the complex issues facing their communities require a holistic solution. Our responses to the individual recommendations (in *italics*) are important, and we have responded to all of them, but by themselves they do not go far enough. The poorest areas of our state have problems that are inextricably linked and reinforce one another, and they do not coincide with the traditional organizational and disciplinary structures of Carolina or any other university. We have reached deeper to develop a pilot proposal that will match the breadth and depth of Carolina's expertise to the needs of underserved communities, building on their strengths and letting their priorities determine our response. All of the campuses must reach even deeper and learn to partner effectively in meeting the needs of North Carolina.

### **The Community-Campus Partnership for Tomorrow**

Carolina has made a campus-wide commitment through the *Community-Campus Partnership for Tomorrow* to forge comprehensive and integrated partnerships with underserved communities — to build capacity that will address their needs over time. Carolina will pilot this program by identifying a community (broadly defined) whose needs most closely match our areas of expertise. We will act as a catalyst, working in concert with the community to identify its strengths and gaps, map out strategies, identify additional institutional and community partners, develop innovative solutions, and leverage expertise to address them. This program is focused on helping communities, but it also will strengthen our ability to reach across the silos that can characterize campus life and create new possibilities for more effective collaboration. Carolina has created an initial budget of \$350,000 for this program through the internal allocation of existing resources.

### **Leadership and Partnership with UNC Campuses**

A major theme that cuts across our proposals is leadership by Carolina in partnering with other campuses in the UNC System—including the *Community-Campus Partnership for Tomorrow*. We are eager to share our experience with other campuses in those areas where we have made progress — an integrated suite of online tools that capture and organize information about faculty research (*Research Tool Set*), for example, or a *Sustainability Office* that is leading the way in recycling, renewable energy and green building techniques. Carolina is eager to partner with and learn from our UNC colleagues. We propose a multi-institutional, systemic *Public Education Collaborative* to address major public education challenges in North Carolina and a system-wide *UNC Center for Applied Public Policy Research* to address North Carolina policy issues through responsive research by faculty on all of the campuses. These are some of the many ways in which Carolina proposes to provide leadership in partnering with our sister institutions to work and learn together as we address the challenges identified by the UNC Tomorrow Commission.

### **Data and Assessment**

The need for data was another theme that cut across all of the policy-related areas of the UNC Tomorrow Commission report. Without more effective collection and management of data, including data generated by government agencies, faculty will not have the information required to address the needs of North Carolina. We will not be able to pool data for research. Carolina will respond to these needs by identifying information gaps in major public policy areas, developing mechanisms to promote the sharing of information across different databases, and creating a toolkit that presents data to policymakers and the public in ways that are easily interpreted (*Short-Term Working Group on Data Collection, Transformation and Governance*).

Carolina is committed to creating a centralized system for assessing our engagement efforts and success in serving the state (*Development of a Centralized Assessment System*). Without good internal data to evaluate our effectiveness, we will not know if Carolina is making a difference in

responding to the recommendations of the UNC Tomorrow Commission. We also will create a database that regularly captures updated information about the public service and engagement activities of faculty, staff, and students — a critical first step in assessing Carolina’s engagement efforts and communicating its resources to a wide audience (*Database of Public Service and Engagement at Carolina*).

### **Carolina’s Students Respond to UNC Tomorrow**

Carolina’s students crafted their own response to the recommendations of the UNC Tomorrow Commission. They identified two key issues and committed themselves to a leadership role. First, students will develop a *Public Service Volunteer Database* that connects them with volunteer opportunities — community organizations and student groups will post opportunities and allow volunteers to share their experiences through blogs and journals. The students plan to refine this database and extend it throughout the UNC System. Second, Carolina’s students are sensitive to the many important issues surrounding the rapidly growing Latino population in North Carolina. They intend to study the need for a campus *Latino/a Center* that might address the unmet needs of Latino communities and students.

### **Allocation and Reallocation of Campus Resources**

Carolina may need additional resources from the state or from UNC General Administration to accomplish some of our goals, but our response is no wish list of pet projects. We have allocated or reallocated many of our own resources to support new or expanded programs that address the UNC Tomorrow recommendations. These funding commitments include support for *the Community-Campus Partnership for Tomorrow* (\$350,000), *the Institute for Global Health and Infectious Diseases* (\$300,000), *the Scholars’ Latino Initiative* (\$150,000), *the Mental Health System Improvement Project* (\$400,000) and *the UNC-BEST program* (\$30,000). In addition to this commitment of \$1,230,000, Carolina will continue searching for internal funding whenever possible to advance the goals of UNC Tomorrow. We also will take advantage of funding from private, corporate, and federal sources.

Our response to UNC Tomorrow does not list all of the many programs at Carolina that help our state and its citizens each day. For that long and still growing list, visit <http://www.unc.edu/pse/unctomorrow-reports-and-documents.php>.) Carolina already has a strong reputation for public service by its faculty, staff and students, and we pledge to become even more devoted to the public good.

In addition to the themes and initiatives already mentioned, the remaining new and existing programs from Carolina’s response to the UNC Tomorrow Commission report (<http://www.unc.edu/pse/files/CarolinaUNCTRResponse.pdf>) are summarized below.

**The Community-Campus Partnership for Tomorrow** (described above)

### **Global Readiness**

Carolina students graduate ready for success in the 21<sup>st</sup> century, here and anywhere in the world. Its reputation as a leader in liberal arts education has been enhanced by the creation of a more rigorous general education curriculum that requires the study of global issues combined with experiential education (2006 “*Connections*” *General Education Curriculum*). Students also have the opportunity to learn what is involved in creating a new venture — whether commercial, social, scientific, or artistic (*Entrepreneurship Minor*). Another program helps students and businesses understand and succeed in international business (*Center for International Business Education and Research*). Carolina has a campus-wide commitment to global engagement (*UNC Global*) that has been deepened through programs that improve global health through research (*Institute for Global Health and Infectious Diseases*) and technical assistance (*Monitoring and Evaluation to Assess and Use Results—MEASURE*). It includes inviting international research fellows to work on campus with our faculty and students (*Global Research Institute*). Over the next 12 to 18 months, a task force of visionary alumni and friends will build on our existing

efforts and develop a strategic vision for achieving world-class status for Carolina (*Global Leadership Circle*).

### **Access to Higher Education**

Carolina is a national leader in making education affordable to students. The *Carolina Covenant* was the first to promise a debt-free education to students from low-income families. The *Carolina Student Transfer Excellence Program* increases access to higher education by encouraging low- to moderate-income community college students to transfer to highly selective four-year colleges and universities. We hope to increase access for low-income and underserved students through a new curriculum that will help Carolina students and school counselors develop the special knowledge and skills required to advise them (*College Access and Advising Course and Curriculum*). Another approach to increasing access involves creating an intensive program for students from an underserved region that offers them academic-year mentoring and a summer residential program on campus for three consecutive years (*Residential College Advising and Support Program*). An innovation program in the field of assistive technology expands access for people who are mobility impaired by enabling them to use computers and perform other tasks (“*Geeks Making the World a Bit Better*”). Carolina students have made a commitment to access by offering a program of cultural enrichment, skills development, public service, and an early college class that prepares Latino youth to make successful applications for college admission and scholarship assistance (*Scholars’ Latino Initiative*).

### **Improving Public Education**

The *Public Education Collaborative* is a pilot school-strengthening program that will establish for the first time a multi-institutional, systemic effort to address major public education challenges. The goal is to bring multiple community voices to the table in a deliberative and collaborative way to devise innovative solutions — it will begin with a pilot phase involving three to five underserved rural districts. A companion effort is a new incentive program designed to increase the number of math and science teachers in underserved areas by offering college graduates a scholarship to get a master’s degree in teaching plus a stipend for teaching in a high-needs area (*Carolina Teacher Scholar Program*). Another program addresses the shortage of science teachers by offering undergraduate science majors the opportunity to complete requirements for a bachelor’s degree in physics or biology and simultaneously become licensed to teach (*UNC-BEST Program*). Carolina also plans to partner with community colleges and other UNC campuses to make it easier for future teachers to earn degrees from Carolina while staying close to home (*Pipeline to the Teaching Profession*). We propose the expansion of other successful programs that offer convenient ways for current teachers and administrators to earn advanced degrees (*Online Learning for Experienced Teachers and Administrators*) and that cut the drop-out rate by showing middle-school students how what they learn in school will be useful to them in a career (*CareerStart*).

### **Community and Economic Transformation**

The *Community-Campus Partnership for Tomorrow* described above is Carolina’s commitment to a new, more collaborative way of building communities and transforming economies. Through this initiative, we will be able to offer communities the resources of such established Carolina programs as the School of Government’s *Community Economic Development Program*, the *Center for Civil Rights*, and the *Carolina Center for Competitive Economies*. Looking to the future, UNC-Chapel Hill will lead the way in attracting innovative and entrepreneurial researchers with the establishment of *Carolina North*, a research and mixed-used academic campus to be built north of the main campus. The new campus will promote the economic transformation of the state by engaging faculty in strategic research that stimulates economic growth, launches new companies from University research, and creates jobs for North Carolina. More entrepreneurs will be nurtured throughout the state with the proposed expansion to other UNC institutions of *Launching the Venture*, a highly successful program at Carolina that provides targeted training for faculty entrepreneurs who have highly-promising start-up ventures

with the potential for rapid employment growth. To promote the arts and cultural enrichment in all regions of the state, we will continue sharing the research and outreach expertise of the *Southern Oral History Program*, and we propose to expand the *North Carolina Collection* to make its resources more readily accessible. Carolina also proposes using new technology to share arts and cultural opportunities on the Chapel Hill campus throughout the state (*UNC Classroom of Tomorrow*).

### **Health**

Carolina has a proud history of promoting and protecting the health of North Carolinians, and we are on the threshold of two monumental projects that will improve the health of our residents. One is the state-funded *University Cancer Research Fund*, which will support our cancer research and advances in treatment with \$50 million annually when fully implemented. The other is the *N.C. Translational and Clinical Sciences (TraCS) Institute*, a state- and federally-funded project to accelerate the process of turning research into disease prevention and treatment for patients. Each of Carolina's five health affairs schools (*Medicine, Dentistry, Public Health, Nursing and Pharmacy*), as well as the *School of Social Work*, has achieved national prominence for academic excellence and research productivity. All also are in the midst of major expansions as they address shortages in our state's health workforce. Information generated from the proposed *N.C. Health Workforce Advisory Board* will guide this expansion. Carolina is also putting forward two proposals to address the deteriorating mental health system in North Carolina — one focused on public policy (*Center for Excellence in Mental Health*) and the other on clinical treatment (*Mental Health Improvement Project*). Carolina also intends to pilot a comprehensive and sustainable health promotion program for our employees and students that may provide a model for others (*Carolina Employees Healthy Workforce Initiative*). We also plan to make health information more accessible to people suffering from health disparities through the state's public libraries, community-based organizations and other venues (*Interdisciplinary Health Communications to Benefit North Carolina*).

### **Environment**

As the nation's first public university, Carolina has a responsibility to lead in addressing the state's energy and environmental challenges, and we are. We encourage the creation of a *UNC Council for a Sustainable Environment* to help all of the campuses respond to North Carolina's pressing environmental challenges by producing greater system-wide coordination and collaboration. It is critically important that all of the campuses work together to ensure the availability of clean water and sustainable energy sources. Carolina is prepared to be the hub (*Sustainable Development for North Carolina*) for facilitating collaboration among faculty and students in Chapel Hill and across the UNC System with expertise in water and energy issues. *The Environmental Resource Program* will work closely with the Renaissance Computing Institute (RENCI) to translate research into scenario and visualization tools that will help policymakers with sustainability decisions. Carolina also offer a campus initiative that is a leader in recycling, renewable energy and green building techniques (*Sustainability Office*) and our program to reduce the carbon footprint of the University and the neighboring communities (*Community Carbon Reduction*) as models for other UNC campuses. We intend to showcase the sustainability investments on our campus by turning them into educational assets (*Carolina's Campus: A Living Laboratory for Environmental Sustainability*).

### **Outreach and Engagement**

Carolina is deepening its commitment to North Carolina by encouraging and supporting a growing cohort of faculty who are interested in scholarly work that makes a difference in communities. The *Faculty Engaged Scholars Program* works with selected faculty members to increase their impact through engaged scholarship—the two-year program incorporates interdisciplinary research and mentoring from a diverse group of faculty and community partners. An upcoming campus dialogue at Carolina will promote faculty engagement through the creation of a detailed strategic plan indicating how each academic unit will address the

recommendations of UNC Tomorrow (*Campus Dialogue and Planning Process about Engaged Scholarship*). The dialogue on engagement will be coordinated closely with Carolina's examination of how the tenure, promotion and incentive system affects faculty engagement (Phase II of UNC Tomorrow). A continuing strategy for encouraging faculty engagement is a week-long, statewide bus tour that orients new faculty and senior administrators to the outreach and engagement efforts of Carolina (*Tar Heel Bus Tour*). Now in its 11<sup>th</sup> year, surveys of past participants indicate that the experience causes many faculty members to tailor their research to meet the needs of North Carolina. Carolina also is expanding the many ways it already communicates to wider audiences about its expertise and resources. *Carolina Connects* is a new Web site devoted to our outreach activities, (<http://www.unc.edu/pse/index.php>), and it also is the homepage for the Office of Vice Chancellor for Public Service and Engagement, a relatively new senior leadership position created to promote greater faculty involvement.