



UNIVERSITY OF NORTH CAROLINA SCHOOL *of the* ARTS

UNCSA SHORT-TERM (2009-2011) STRATEGIC OBJECTIVES

Given the dramatic change in the fiscal environment since we started the strategic planning process almost one year ago, it was necessary to revisit our recent strategic planning activities to focus the limited resources we anticipate will be available until the economy improves on shoring up the foundation of the institution in an effort to prepare UNCSA to benefit from future opportunities. It is obvious that staying the same is not a realistic option. We must remember that even prior to the downturn the school struggled to maintain educational excellence and the number and quality level of performances. Given all of this, the following are the strategic priorities for UNCSA over the next 12 to 24 months. This does not mean the more visionary strategic efforts developed by the schools will be lost. They will be used to guide UNCSA planning including input into the UNCSA 6-year capital plan, UNCSA repair and renovation plan, and future state budget requests. This work will also be essential to developing our course of action beyond the short-term as we continue to build the world's premier university arts educational institution.

Implement Two-Semester Calendar (beginning in fall 2011)

1. To change our calendar we will need to reduce the number of credit hours to degree. This requires re-thinking each curriculum within the school and means that the faculties of the schools and academic programs need to think in terms of skill sets, not just individual courses. This also affords the school an opportunity to re-think the daily schedule of classes and strategically re-thinking allocation of D&P budget/services to the schools. Furthermore, the confluence of the strategic planning process, budget-cutting and the reporting that is done to UNC General Administration, IPEDS and the NC General Assembly will require a comprehensive workload study.

Review of the institution's recruitment and admissions processes

2. This is a key step in our goal to recruit the very best students, and since all of the student support processes are already being reviewed as part of the Banner implementation, this is the right time to do it. Corresponding to this review would also be a review of UNCSA summer programs.

Complete Banner Implementation (by fall 2011)

3. While we are finishing up the implementation of Banner Finance, Banner HR and PeopleAdmin, we are in the beginning stages of migrating to Banner Student. This **will** take an enormous amount of our financial resources and staff time, but it must be done. This entire migration to Banner is causing the school to re-examine each process in finance, human resources and student support services. This is a tall order, but it is something that we can, and will, complete by the fall of 2011.

Faculty and Staff Retention

4. This is a key step in our objectives to recruit and retain the best faculty and staff. One of the next steps is to create a system of ranking for faculty, probably tied to the contract renewal system and salary scales, in order to advocate for better pay for our faculty. The Faculty Council and the Chief Academic Office can work on this.

Begin development of New Campus Master Plan

5. This will include finishing the planning and beginning construction of the new library (2011), planning for the new central storage facility and the new film animation building, and addressing the use of the existing library space.

Finding the right spaces for a Faculty Enrichment Center and a Learning Support Center

6. This includes a Writing Center; spaces for Learning Specialist(s), Career Services, and ESL Classes. It does not look as if all of those functions can be housed in the new library. We need to study how we can best use existing spaces and resources to achieve the goal of enhancing teaching and learning.

Prepare for the report for the Commission on Colleges (COC) for the Southern Association of Colleges and Schools (SACS) -- due in 2011

7. This five-year interim report is not just a check-up and assessment of the school's Quality Enhancement Plan (QEP), but it will also require a statement of compliance certification and a possible random campus visit. It is now time to begin to prepare for the report and possible visit, paying special attention to our institutional effectiveness and student learning outcomes. After the reaffirmation of our accreditation in 2006, we were monitored for another year with regard to our assessment of student learning outcomes. Because of this monitoring, we should expect that we will be scrutinized very carefully in 2011.

Concentrate fundraising on immediate gifts

8. Particularly for scholarships and general operating expenses (scholarships, operations, annual projects and Fletcher funding).

Streamlined marketing focus

9. Concentrate marketing efforts on the web site and existing materials; focus on admissions. Begin plans for new marketing materials and increased marketing of performances. Streamline public relations efforts on fewer stories with more active pitching. Complete rollout of new name: goal for having the name changed on all signage, including school entrance.

Initiate "Best Practice" Management and Employee Development program as part of our evolving "Vision 2020" campus culture.

10. Align our management practices and support to the school vision and strategic plan, adapting Performance Management principles to fit with our academic culture. Support leaders and managers to work from Prioritized Strategic Objectives, keeping their work at appropriate levels and empowering their teams to perform their roles. Ensure that we are operating within appropriate work/life balance parameters, while placing emphasis on Excellence and Accountability. Collect input from campus on additional desired culture features.