

UNC Forward

Case. Strategy. Process. Progress.



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The Case

- ▶ Headwinds facing higher education are many and have long-lasting effects
- ▶ Dozens of institutions nation-wide have and/or are experiencing closures, mergers, or severe enrollment declines, budget shortfalls and personnel reductions
- ▶ UNC is not immune to these trends
- ▶ Although we are still financially healthy today, our future budget outlook is of serious concern assuming we keep operating as we have
- ▶ It is not too late to act and we have to act now

The Strategy

- ▶ We launched UNC Forward: A campus-wide conversation aimed to reimagine our identity and reset our value proposition, with goal to reach enrollment stability and secure future fiscal health
- ▶ UNC Forward includes conversations around 2 major components: Transformative long-term change; and short-term budget wins
- ▶ Successful transformative change is dependent on the initial start-up investment; the length of time until ROI (runway length); and the level of institutional buy-in
- ▶ Short-term budget wins lengthen the runway

The Process

- ▶ Extended Cabinet and Task Forces
- ▶ Open forums and check-ins with mid-level leadership
- ▶ Systemic change in higher education requires:
 - A clear understanding of “the why”
 - The inclusion of all voices in the decision-making process
 - Remaining on messages via clear and frequent communication
 - A clear definition of and reasonable timeline for deliverables
 - A balance between urgency and hope

Thank you



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