# UNC Board of Governors
## Increasing the Focus on Strategic Priorities

May 26, 2016

THE BOSTON CONSULTING GROUP

# Agenda

**Share UNC stakeholder input on the Board of Governors**

**Discuss planned approach to address observations**

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# UNC stakeholder input on Board of Governors (I)

From interviews conducted 1Q 2016

| | |
|---|---|
| **Composition** | • Many stakeholders, including Board members, have connected the large size with a confusion in role clarity, negative Board dynamic, and slowness to make decisions |
| **Board meeting processes** | • Although 76% of the Board believes current frequency of meeting is appropriate, reception from other stakeholders has been mixed<br>  – Some GA staff and Chancellors voiced that the frequency of Board meetings prevented them from other high-value work<br><br>• Board members expressed a desire to discuss high level policy and strategy more often in meetings—55% of Board members disagreed that the Board spends a sufficient proportion of time engaging on matters of key importance<br><br>• Board members often reported that they were given too much pre-read information with too little time to digest it<br><br>• Board members felt there was a need to improve agenda setting |

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# UNC stakeholder input on Board of Governors (II)

From interviews conducted 1Q 2016

| | |
|---|---|
| **Committees & other sub- groups** | • Mixed perspectives on the effectiveness of special committees and working groups<br>  – Board members reported that some special committees and working groups are too narrow, with purpose unclear<br>  – 17 total subgroups is a large number for a board of 32 to manage (7 standing committees, 7 special committees, 3 working groups)<br>• Desire to better leverage system talent and higher education experts in Board and committee discussions |
| **Board education** | • 62% of Board members disagree that that there are adequate procedures for orienting new members<br><br>• Board members come from a diverse range of leadership roles and may not have public sector board experience |
| **Boards of Trustees** | • Roles of Board of Trustees are unclear and highly variable across the system<br>  – *"It is unclear to me how the Board of Trustees fits in with the Board of Governors"*<br>• Some Board of Governors members feel they do not receive adequate support from Boards of Trustees to vet and challenge institutional decisions |

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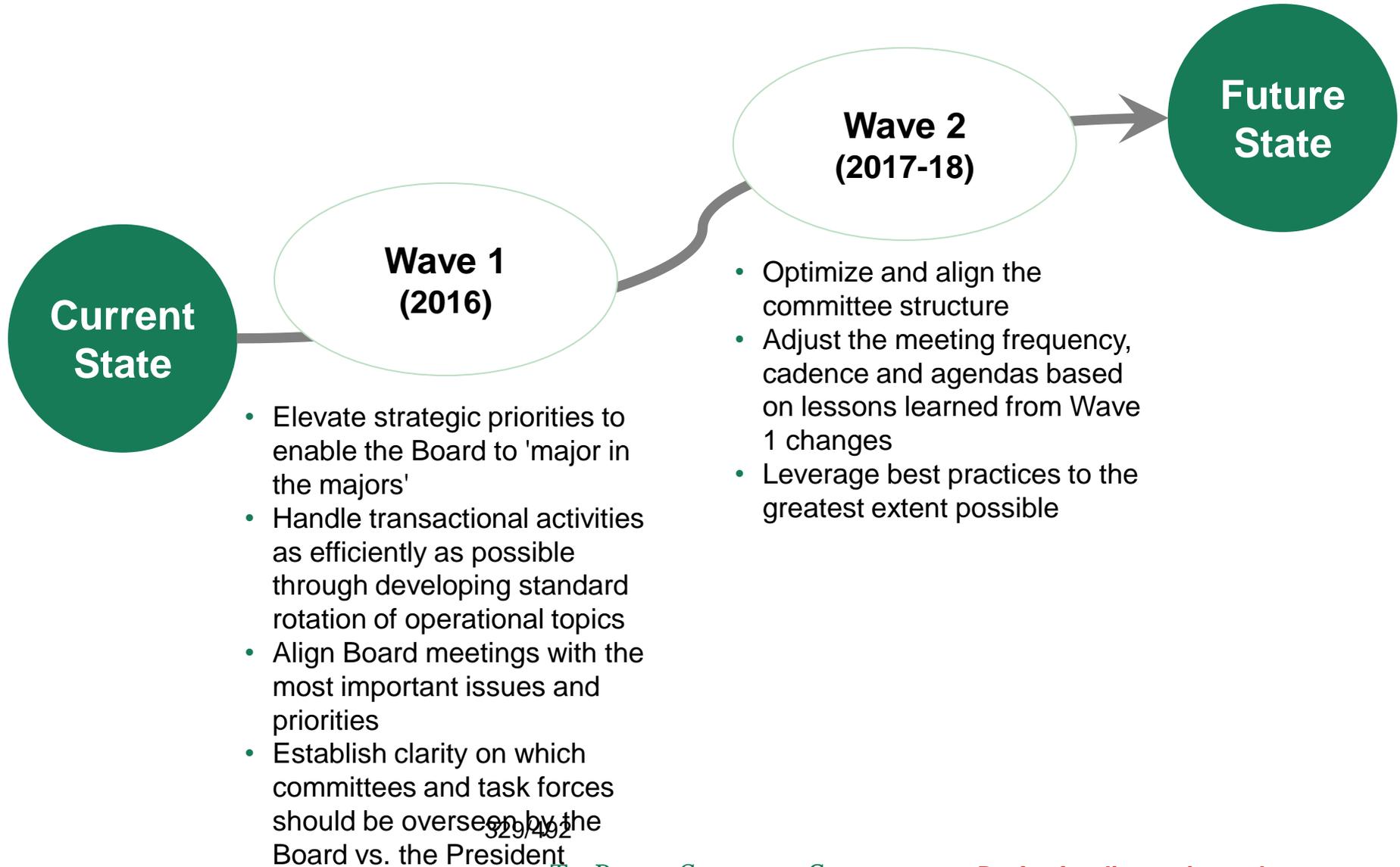THE BOSTON CONSULTING GROUP

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# Suggest addressing observations across two waves

**Current State**

**Wave 1 (2016)**

- Elevate strategic priorities to enable the Board to 'major in the majors'
- Handle transactional activities as efficiently as possible through developing standard rotation of operational topics
- Align Board meetings with the most important issues and priorities
- Establish clarity on which committees and task forces should be overseen by the Board vs. the President

**Wave 2 (2017-18)**

- Optimize and align the committee structure
- Adjust the meeting frequency, cadence and agendas based on lessons learned from Wave 1 changes
- Leverage best practices to the greatest extent possible

**Future State**

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# Specific committees on strategic priorities to be launched

**Board Standing Committees to wear 'double-hat':**

| Strategic Priority | | Standing Committee |
|---|---|---|
| **Access**<br>*Opportunity for all* | → | **University Governance** |
| **Affordability & Efficiency**<br>*Ensure a UNC education is within the financial means of all in the state* | → | **Budget & Finance** |
| **Student Success**<br>*Increase degree attainment and ensure value & relevance for students* | → | **Educational Planning, Policies, and Programs** |
| **Economic Impact**<br>*Contribution to the state* | → | **Public Affairs and Audit, Risk Management, and Compliance** |
| **Excellent & Diverse Institutions**<br>*Help institutions achieve excellence against their missions* | → | **Personnel and Tenure** |

**The Strategic Planning Committee will oversee strategic priority committees, in coordination with the President**

**In addition to Board members, each strategic priority committee should include:**
- 3 to 4 chancellors
- Higher education experts, as relevant

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# Strategic Planning Committee has a critical coordination role

**Coordinate calendars across entire process**

**Monitor overall workplan**

**Establish templates to ensure consistent and thorough output across committees**

**Synthesize across committees**

**Monitor progress on strategic priorities**

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# Some considerations for strategic priority committees

**Start with a clear understanding of current state activities and performance – both institution-level and system-wide**

- What is the state of play?  What are the priorities?  How will progress be assessed/reported?
- Avoid jumping straight to new strategies / solutions

**Involve the Chancellors as co-owners vs. minor stakeholders who are consulted for input**

- E.g.., ask Chancellors to provide team member(s) who will partner with GA to staff strategic priority committees
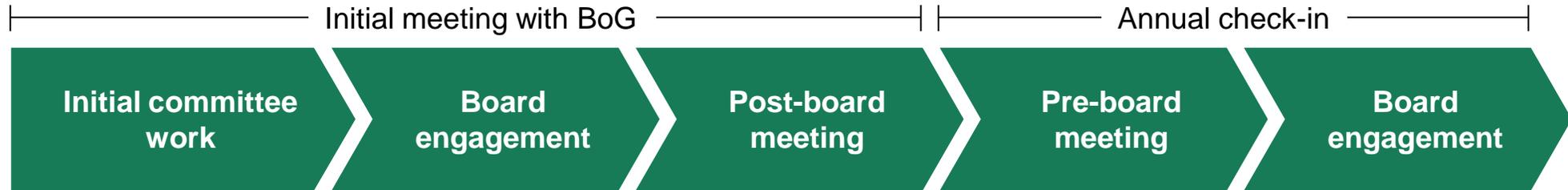
**Once current state assessed, should consider what, if anything, should be done differently**

- Consider not only what should be started but what current efforts should be stopped
- Be very clear about limited roles GA can and should play vs. what should be owned at institution level

> **Attention to these considerations will help maintain a balance between institutional ownership and a focused GA role**

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# Suggested cadence for strategic priority committees

Initial meeting with BoG | Annual check-in

| Initial committee work | Board engagement | Post-board meeting | Pre-board meeting | Board engagement |

**Establish factbase**
- Current-state performance
- Activities and current practices at individual institutions, across institutions, and at the system level
- National and NC context and best practices
- Articulate gaps

**Identify metrics and set draft targets**

**Develop draft actions to drive progress**

**Review and discuss factbase**

**Facilitate conversation**
- Metrics and targets
- Board appropriate actions to drive progress
- Policy recommendations
- High-level budget request

**Synthesize input from discussion to finalize action plans**
- Metrics and targets
- Actions to pursue (at institution-level and system-wide level)
- Policy recommendations
- Budget request

**Track implementation progress**

**Gather data on metrics and assess progress relative to targets**

**Present update on implementation and metrics**

**Facilitate conversation across Board**
- Metrics and targets
- Modifications to actions and resourcing

**Strategic priorities should become a core ongoing focus of the Board, not simply a one-time exercise**

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# Recommend covering strategic priorities in board meetings—handling operational items as much as possible in advance

**Handle operational items w/ phone meeting week before in-person meeting and place most items into consent agenda**

| | |
|---|---|
| **May 2016** | Operations |
| | **Strategic Priorities** |
| **July 2016** | Operations |
| | **Strategic Priorities** |
| **Sept. 2016** | Operations |
| | **Strategic Priorities** |
| **Oct. 2016** | Operations |
| | **Strategic Priorities** |
| **Dec. 2016** | Operations |
| | **Strategic Priorities** |

**Frees up additional capacity for strategic priorities**

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