CAROLINA NEXT

INNOVATIONS FOR PUBLIC GOOD

Updated – December 2020

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Preamble

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The
BLUEPRINT
For
NEXT

University Strategic Framework

OUR VISION

To be the leading global, public research university in America with outstanding educational programs at the best and most affordable price, to conduct game-changing research and innovate for the public good, and to bring health and prosperity to the citizens of the state, nation, and beyond.

Envisioning the next ten years, our framework identifies the priorities that will guide our decision-making. These choices reflect the University's existing strengths, hold fast to our commitment to the public and deepen our campus culture of innovation and creativity. The Blueprint for Next was endorsed by the UNC-Chapel Hill Board of Trustees in January 2017.

THE PILLARS

Of the public, for the public. We will:

- Eliminate all barriers to a great education.
- Bring expertise to bear for the benefit of North Carolina and beyond.
- Work for democracy: develop citizen-leaders and encourage informed public discussion.

Innovation made fundamental. We will:

- Value and prioritize foundational research and creative practice.
- Meet the imperative for learning that is personalized, experiential, collaborative, and data-literate.
- Translate research into professional, commercial, and societal uses.
- Adapt to evolving workforce and student needs.

CROSS-CUTTING IMPERATIVES

- Aspire to preeminence.
- Help us serve as the economic powerhouse for the state.
- Prepare our graduates for the new economy and contemporary life.
- Adopt a global mindset.
- Address big societal questions.

TREASURED VALUES

- Above all, we are human, inclusive, and humane: we build a highly capable community, care how we treat one another, provide for each other's well-being, and facilitate personal success.
- We embrace the evolving diversity of the people of North Carolina and the broader community we serve.
- We lead as a proudly public institution: in collaboration with the people and our partner organizations in North Carolina, nationally, and internationally.
- We focus on population health and prosperity.
- We embrace change and possibility; we prize beauty and art; we are aspirational, energetic, creative, and willing to take risks.
- We are committed to operating effectively, sustainably, ethically, transparently, nimbly, with technological sophistication, at the pace of change.

The University of North Carolina at Chapel Hill

The University of North Carolina at Chapel Hill is a leading public institution of higher education. As the oldest public university in the United States, Carolina has a long tradition of producing highly engaged citizens and leaders, driven by an abiding ethos of service to community, and has played a pivotal role in building a stronger, more diversified economy for the people of North Carolina and beyond.

The Blueprint for Next

To ensure continued excellence in a fast-changing world, we must keep our sights set high while also making decisive choices about which challenges and opportunities we will tackle. Envisioning the decade ahead, the University created a framework to guide our decision-making and investments. We embraced a process of strategic thinking, gathering ideas and input from a wide range of students, faculty, staff and alumni. We then conducted market research and gained endorsement from the UNC-Chapel Hill Board of Trustees in 2017 of *The Blueprint for Next* — a unified, university strategic framework.

The Blueprint for Next identified two principles to guide our future: *Of the Public, For the Public* and *Innovation Made Fundamental.* These two principles recommitted Carolina to its historic role of service to North Carolina and its people, and to a fundamental quality essential to Carolina's success: an unwavering commitment to continually reinvent itself, building on its strengths, while acknowledging and addressing shortcomings.

Guided by the Blueprint for Next, over the next two years, the University launched a range of initiatives, including Creativity Hubs to encourage innovative research collaborations; Arts Everywhere to make the arts ubiquitous on the campus and in all students' lives; and the Global Guarantee to ensure a global experience for all students.

This Document: *Carolina Next: Innovations for Public Good*

In 2018, Provost Bob Blouin convened a group of administrators and faculty members to develop a strategic, yet concrete plan of implementation and assessment in keeping with the vision set forth in *The Blueprint for Next.* This group also considered the *Campus Master Plan* and the University of North Carolina System's strategic plan. The result is *Carolina Next: Innovations for Public Good.* This document serves as the guide for University strategic investment and decision-making during a three-year horizon, with the understanding that its initiatives will be assessed and refreshed semi-annually with an eye toward change as work is completed and new opportunities emerge.

What is the purpose of *Carolina Next*? The strategic plan aims to turn the University's vision and aspirational goals into readily understood, significant, implementable, measurable, strategic initiatives and opportunities. We want to be clear what we mean by **strategic.** In short, *Carolina Next* is focused on important challenges and areas where we believe the University has the greatest chance to create change and shape the future. This document does not attempt to capture all of the great work happening across the campus, nor does the exclusion of any activity suggest that it has become less important to the University. Rather, this document **prioritizes where we can achieve the greatest impact.**

Carolina Next belongs to all members of the University community and is a transparent, working guide that lets everyone see where and why we are making strategic investments. It also shows where we have made progress.

Carolina Next is framed around eight **strategic initiatives.** The strategic initiatives represent the core areas of focus across the University. We will make targeted investments that enable our community to: (1) Build Our Community Together, (2) Strengthen Student Success, (3) Enable Career Development, (4) Discover, (5) Promote Democracy, (6) Serve to Benefit Society, (7) Globalize and (8) Optimize Operations. These strategic initiatives are described in detail in this document.

For each strategic initiative, we conducted an **environmental scan** that considered: the external macro-environment, both nationally and globally; the emerging trends, threats and opportunities in higher education; the competitive landscape; and, importantly, the strengths and opportunities for change within the University. Multiple stakeholders participated in

a systematic, thoughtful, fact-based process of determining our status, and where our greatest potential for achieving impact exists.

Three **strategic objectives** capture the major goals within each initiative. The strategic objectives represent the practical means of steering the University toward a shared vision. Each strategic objective opens the door to **strategic opportunities,** which can be pursued to bring about change and impact. Strategic opportunities are created in one of two ways: (a) they are existing and ongoing programs within the University that align with a particular strategic objective or (b) they are identified over time by the campus community and University leadership as new opportunities emerge.

Each strategic opportunity (whether existing or new) will be described in greater detail to provide appropriate context and will include a set of **key performance metrics** for monitoring progress, as well as a **timeline for implementation and reporting.**

Progress toward achieving the goals articulated in *Carolina Next* will be assessed regularly and reported to the campus community on an annual basis, with updates provided more frequently, when available. The University's website includes a page dedicated to sharing the progress toward achieving the goals of the strategic plan.

While most strategic initiatives will likely hold steady over a period of years, environmental factors can (and do) change over time, requiring constant re-examination and refreshing of *Carolina Next*. After formal approval of the Strategic Plan in early 2020, the University faced unprecedented challenges in the wake of the global COVID-19 pandemic and the increased recognition of our responsibility for addressing historical and current social injustice within our society. Our ongoing processes for scanning the environment and reviewing our strategic plan prompted us to consider the impact of these events and adjust some of our Strategic Opportunities in a newly focused way. This latest version of *Carolina Next* reflects those modifications.

Carolina Next is not just a central institution-level effort; it is a framework that schools and units campus-wide are using to align their own strategic objectives and activities with those of the University. The many exciting initiatives that are underway within these academic, research, public service, and operational areas of the University are examples of how the goals of *Carolina Next* are being fulfilled across a wide range of contexts.

The ultimate value of *Carolina Next* will come as a result of its implementation and successful execution, which will require a significant, sustained and unified effort. This document gives us the context and direction we need to achieve our aspirational goals.

Our Vision

The University of North Carolina at Chapel Hill aspires to be the leading global, public research university in America providing an outstanding, accessible and affordable education; conducting game-changing research and undertaking innovation for the public good; and bringing health and prosperity to the citizens of the state, nation and beyond.

Our Mission

The University of North Carolina at Chapel Hill, the nation's first public university, serves North Carolina, the United States, and the world through teaching, research and public service. We embrace an unwavering commitment to excellence as one of the world's great research universities.

Our mission is to serve as a center for research, scholarship, service and creativity, and to educate a diverse community of undergraduate, graduate and professional students to become the next generation of leaders. Through the efforts of our exceptional faculty and staff, and with generous support from North Carolina's citizens, we invest our knowledge and resources to enhance access to learning and to foster the success and prosperity of each rising generation. We also extend our knowledge-based services and other resources of the University to the citizens of North Carolina and its institutions to enhance the quality of life for all people in the state.

With lux, libertas — light and liberty — as its founding principles, the University has charted a bold course of leading change to improve society and to help solve the world's greatest problems.

(Approved by the UNC Board of Governors, November 2009 and February 2014.)

Our Values

We lead as a proudly public institution, seeking ways to serve and collaborate with the people of North Carolina and our partner organizations in the state, nation and across the globe.

We celebrate and embrace diversity, equity, and inclusion and their benefits for our campus, the people of North Carolina and the broader communities we serve.

We are dedicated to providing an accessible, affordable and excellent education to students, while giving them the tools they need to succeed through college and beyond.

We strive for excellence in all we do.

We are committed to operating effectively, sustainably, ethically, nimbly, with technological sophistication.

We welcome change and possibility; we seek wisdom in art; we are aspirational, energetic, creative and willing to take risks.

Above all, we care for one another, provide for each other's well-being, build a highly capable community, and facilitate personal success.

Operationalizing *Carolina Next*: Innovations for Public Good

The following diagram illustrates the process of strategy setting, implementation, assessment, reporting and recalibration that we are following. Participating in this continuous cycle of planning and evaluation are faculty, staff, and students representing the broad range of our campus units and other constituencies who are carrying out initiatives or serving in an advisory capacity.

STRATEGIC INITIATIVES AND OBJECTIVES AT A GLANCE

Strategic Initiatives	Objectives		
1. Build Our Community Together	1.1 Invest in policies, systems and infrastructure that promote belonging, community, and benefits of diversity, equity, and inclusion.	1.2 Enhance the educational benefits of diversity, equity, and inclusion through effective student recruitment, enrollment, retention and graduation.	1.3 Prioritize diversity, equity, and inclusion in teaching, research, and service, and in hiring, evaluation, retention and promotion of under-represented faculty and staff.
2. Strengthen Student Success	2.1 Provide a student-centered experience, strengthen success for all students and foster equity in success across student populations.	2.2 Facilitate learning that is experiential and collaborative, develops individual strengths, and encourages the understanding, ethical use and application of data.	2.3 Expand digital and remote technologies to increase access and opportunities for Carolina students, as well as all North Carolinians and beyond.
3. Enable Career Development	3.1 Integrate career preparation into all students' experiences and extend career development opportunities to alumni.	3.2 Provide University staff with systematic professional development options, enabling them to grow career opportunities.	3.3 Create opportunities to develop the careers of faculty and address the changing conditions affecting the professoriate.
4. Discover	4.1 Pursue creative collaboration in research and scholarship.	4.2 Encourage artistic practice and artist-scholar synergies.	4.3 Lead in solving the world's most challenging problems.
5. Promote Democracy	5.1 Actively engage as diverse citizens responsible for the institutions of American democracy.	5.2 Work constructively across differences in society, starting by promoting respect and listening.	5.3 Explore how humanity's highest purposes and potential can be realized through democracy and can help democracy thrive.
6. Serve to Benefit Society	6.1 Engage with communities, including grassroots organizations and local governments, to solve problems and improve lives.	6.2 Achieve impact by providing platforms for faculty to develop solutions that address problems with critical implications for North Carolina and beyond.	6.3 Grow partnerships with businesses, non-profits, and government to translate and implement research-based ideas and discoveries into practical applications and public use.
7. Globalize	7.1 Strengthen global partnerships and bring the world to Carolina with enhanced on-campus global programming.	7.2 Guarantee that a global education is available to all students.	7.3 Enhance support to Carolina's international research mission.
8. Optimize Operations	8.1 Design, implement, execute, assess, and continuously improve the administrative operations that support the University's mission of teaching, research and public service.	8.2 Implement a robust data governance structure and process to inform decision-making and drive change.	8.3 Create and maintain world-class physical facilities and infrastructure in support of our institutional mission.

Build Our Community Together

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Environmental Scan

Throughout history, events and circumstances both local and worldwide have sparked important discussions about the continued legacies of discrimination, bias and inequity. Over the years, our campus community has struggled with the realities of racism and prejudices in society. The University is committed to combatting structural racism and discrimination in society and we recognize our role in fostering a more inclusive environment on our campus and community.

All around us — across our campus, state, country and world — are causes and controversies, opportunities and obstacles, and potential and predicaments that require creative thinking, different perspectives and rigorous, respectful debate. The extraordinary events that we witnessed during the COVID-19 pandemic and the disturbing images and reports of racial and social injustices have brought to the forefront the fundamental challenges in our day-to-day life in the form of real and urgent concerns about accessibility, race, religion, sexual orientation, gender identity, culture, health inequities and political orientation. How well we meet these challenges and promises will hinge, above all else, on our ability as a community to understand, empathize, and work together with people of varied backgrounds and experiences.

Carolina is committed to creating and sustaining a diverse, equitable, and inclusive community of students, faculty and staff. Our differences are our strength. Our diversity enhances our educational programs, promotes the development of our students, advances innovative approaches to difficult challenges, creates vibrant work and learning environments and enables us to solve the world's greatest problems. Our University community strives daily to put into practice what a significant and growing body of educational and organizational research has established: that diversity, equity and inclusion enhance accessibility and learning, and foster discovery and strengthen service, especially in communities where all individuals are valued for the unique combination of attributes that make them who they are.

We remain one Carolina community, connected even when we are apart physically. We all play an essential role in creating and nurturing a sense of belonging, connectedness and community for one another. This connection feeds our collective spirit and strengthens our physical, spiritual, emotional and mental well-being. We also all share responsibility for fostering a culture of equity and inclusivity, which requires leadership, integrity and social accountability. We are committed to identifying and changing policies, practices, and traditions that reinforce structural systemic racism and serve as barriers to diversity, equity and inclusion.

As the nation's first public university, our mission is to "teach a diverse community of undergraduate, graduate and professional students to become the next generation of leaders." Diversity, equity, and inclusion are integrally and inextricably connected to excellence in service to the people of North Carolina, the nation and beyond.

OBJECTIVE 1.1

Invest in policies, systems, and infrastructure that promote belonging, community and transparency throughout the University community.

Strategic Opportunities

- Redefine the role, strategy, and organization of the University Office for Diversity and Inclusion as a central unit that works across schools and units to systematically examine university policies, practices, and infrastructure to advance diversity, equity and inclusion on campus. Accomplishing this will enable us to develop a robust campus infrastructure that supports and enhances the diversity, equity and inclusion work occurring across campus.

- Engage the Carolina community to understand what constitutes a sense of belonging on campus and develop best practices for creating such an environment. Part of this critical work will include developing and delivering a series of campus and community seminars on topics such as having difficult conversations, anti-racism and anti-Semitism.
- Create a campus communications plan to manage how we connect university members to the diversity, equity, and inclusion research and initiatives happening across campus, specifically recognizing, promoting and amplifying the substantive work already occurring across disciplines.
- Promote and support the work of the Commission on History, Race and A Way Forward and the Campus Safety

Commission, which are working to bring to light and teach the full history of the University by ethically engaging with the past, and to build a culture of trust by examining present-day campus safety and belonging efforts.

– Develop and launch a campus-wide shared learning instructional initiative, the Student Learning to Advance Truth and Equity, that focuses on history, race, reckoning and the American South. Further promote and invest in the continued development of the Southern Futures initiative, which is leveraging inter-disciplinary expertise on campus to reimagine the American South.

– Make strategic investments in campus centers that foster a sense of belonging and community and thereby create a safe, inclusive environment for UNC-Chapel Hill students, faculty and staff.

– Become skilled at digitizing inclusion by building high-impact and inclusive digital communities. Invest in opportunities that make campus connectivity work efficiently for all members of the community.

OBJECTIVE 1.2

Enhance the educational benefits of diversity, equity, and inclusion through effective student recruitment, enrollment, retention and graduation.

Strategic Opportunities

– Continue to invest in current initiatives designed to support and promote underrepresented student recruitment, enrollment, retention, and success such as the Carolina College Advising Corps, Project Uplift, Uplift Plus, Summer Bridge, Carolina Firsts, the Carolina Covenant, Peer Mentoring, NC Renaissance and the Initiative for Minority Excellence.

– Systematically assess and advance current recruitment and retention initiatives' effectiveness in creating a sense of belonging and connection and fostering equity in achievement across populations.

– Launch an Educational Benefits of Diversity website that communicates to the Carolina community and the public the university's commitment to assessing the educational benefits of diversity as part of realizing Carolina's mission.

– Continue to invest in and sustain the work of the Educational Benefits of Diversity Working Group. Develop and disseminate reports of findings from this group regarding ongoing assessment of admission and academic policies and practices, and the realization of the educational benefits of diversity for all students.

– Explore innovative approaches to admissions that foster excellence and help the University realize our commitment to the educational benefits of diversity, equity and inclusion.

OBJECTIVE 1.3

Prioritize diversity, equity, and inclusion in teaching, research and service, and in hiring, evaluation, retention and promotion of under-represented faculty and staff.

Strategic Opportunities

– Establish the University Diversity, Equity & Inclusion Council, composed of chief diversity officers (or representatives charged with this work) from each of the respective schools, colleges and units to work strategically with the University's Chief Diversity Officer, meeting monthly and sharing opportunities, challenges and successes.

– Systematically assess and evaluate the University's equity and inclusion, anti-bias and inclusive teaching trainings. Enhance these programs using best practices and provide campus-wide education and training opportunities for students, faculty and staff.

– Develop contemporary instruments and establish metrics and benchmarks to annually track diversity, equity and inclusion efforts across schools and units.

– Foster a culture of accountability for university leaders, deans, department chairs, and managers through participation in diversity, equity, and inclusion training and delivery on school/unit diversity, equity and inclusion commitments.

– Invest in annual diversity, equity and inclusion training for senior leaders that provides a common framework and language that enables leadership to fully engage in this work.

– Develop and implement a senior leader accountability program that creates leadership accountability for building and sustaining a culture of diversity, equity and inclusion at Carolina.

– Develop, implement and measure new strategies to recruit and strengthen infrastructure to retain diverse faculty and staff.

– Institutionalize recommendations from UNC ADVANCE to develop and sustain leadership pathways and mentoring opportunities for women and underrepresented faculty who aspire to leadership roles at Carolina, with similar leadership pathways and mentoring opportunities for staff created as well.

– Evaluate and expand the University's VITAE Program (Valuing Inclusion to Attain Excellence, formerly Targeted Hiring Program) and the Carolina Postdoctoral Program for Faculty Diversity, to support the recruitment, hiring and retention of diverse faculty.

Strengthen Student Success

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Environmental Scan

Carolina has long sought to offer a great education while remaining accessible and affordable to outstanding students from North Carolina and beyond. That commitment requires constant reinvention to provide an educational experience that prepares students "to become lifelong learners, approaching the world with curiosity and open minds," as described in the IDEAS in Action General Education Curriculum.

Today's world and workplace demand that university graduates at all levels demonstrate the following skills: resilience, self-sufficiency and self-awareness; the capacity to think critically and to solve problems not just in isolation but within complex, uncertain real-life situations; the ability to communicate effectively, be culturally competent and work well in teams; and the facility to use and understand data. While it remains essential for undergraduate students to acquire substantive knowledge through a foundational liberal arts education, we must also adapt and refine curricula, pedagogies and co-curricular offerings to foster the development of skills that workplaces demand and that are needed for an engaged citizenry. Central to this idea is the need to design educational experiences, both in and outside the classroom, that foster creativity. To achieve all of this requires that students engage in more active and applied learning; personalize their learning in ways that reveal, develop and build upon their unique strengths and talents; and take advantage of experiential learning and development opportunities.

Further, we believe that all admitted students can and should thrive academically and develop personal skills and attributes that support success. Students must be able to take full advantage of the breadth and depth of our curriculum, set academic and personal goals, and take responsibility for their education, choices and decisions. We need to empower our students to act on behalf of their own development to experience all that a Carolina education offers. This means that, as a University, we will need to integrate and enrich the overall student experience and ensure that all students have equitable opportunities to thrive at Carolina and beyond. Likewise, we must design and modernize university systems and processes that integrate the academic, life skills, care services and other aspects of student development; and we must ensure easy student access to timely and accurate information about academics, support for physical and mental well-being and careers.

We also must continue to reach students who seek, but cannot gain access to, an excellent education. We share the UNC

System's commitment to increase enrollments and degrees earned by low-income and rural North Carolinians and to enroll a diverse student body. Carolina has a strong tradition of off-setting tuition expenses for low-income and rural students, but many qualified students still cannot participate in a traditional residential education due to life circumstances. At the same time, societal changes and the rapid evolution and application of digital technology are transforming ways that universities can reach students. Carolina embraces its obligation to provide high-quality, well-designed curricula and programs through technology-enhanced learning to students, North Carolinians and others whose careers, locations or schedules require it.

It is also important for us to prepare graduate and professional students to become leaders in their chosen fields and apply their knowledge to solve problems in our state, nation, and the world. In addition to ensuring that every graduate of Carolina is data literate, we will expand graduate training in data science to enhance discovery of new information and technologies for improving the quality of life for all citizens. We will continue to strive to increase the competitiveness of our programs in attracting the top graduate students and supporting them in the key roles they play in the instructional and research mission of the University.

OBJECTIVE 2.1

Provide a student-centered experience, strengthen success for all students and foster equity in success across student populations.

Strategic Opportunities

- Evaluate and implement recommendations from the Modernizing Student Support Working Group, including developing and launching the Thrive Hub Model.
- Incentivize and support faculty engagement for student success.
- Use innovative, shared and comprehensive processes and systems to enhance student success and degree audit tools.
- Address student mental health issues and implement recommendations of the Mental Health Task Force.
- Deploy technologies for all faculty members to allow faculty to better understand the students they teach, including the My Course Analytics Dashboard, an inclusive teaching tool.
- Launch the Master's in Applied Professional Studies program.

OBJECTIVE 2.2

Facilitate learning that is experiential and collaborative, develops individual strengths and encourages the understanding, ethical use and application of data.

Strategic Opportunities

- Implement the IDEAs in Action General Education Curriculum.
- Assure that every graduate of UNC–Chapel Hill is data literate.
- Create a school of data science.
- Implement a data science Professional Science Master's program.

OBJECTIVE 2.3

Expand digital and remote technologies to increase access and opportunities for Carolina students, as well as for all the people of North Carolina and beyond.

Strategic Opportunities

- Train Carolina faculty members in state-of-the-art pedagogies for remote learning to increase equity in educational access, flexibility for faculty and students, and breadth of course and program offerings.
- Launch the Digital Residential and Non-Residential Lifelong Learning Initiative.
- Assess and select technology partners, including Online Program Managers and student success tools, to fast-track the digital residential and non-residential needs for remote courses.
- Develop and implement the integration of Carolina Courses Online with the Carolina Office for Online Learning.

STRATEGIC INITIATIVE 3

Enable Career Development

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Environmental Scan

Our greatest asset as a University is our people. Developing our people must be at the heart of what we do as an organization, particularly in a post-pandemic world. We strive to foster professional development and growth opportunities for our students, staff, faculty, and alumni, and to create a culture where all feel welcome and included, embrace the mission of the University, and make meaningful contributions to their communities and beyond.

Career exploration, internships and work experiences for undergraduate, professional and graduate students must begin much earlier than for previous generations of students. As employers' expectations of career readiness rise, students are expected to pursue, and universities are expected to provide, more professional development support and experiences. Ensuring equitable opportunities for all students to prepare for productive careers in the fields to which they aspire and promoting income mobility for graduates from lower-income backgrounds is especially important, perhaps now more than ever.

The University seeks to better prepare students for success beyond Carolina by ensuring that they are equipped with the skills to adapt within a rapidly changing global economy and workplace landscape. Our work on behalf of students must be student-centered, concerted, integrated, intentional and focused across the University to improve and modernize student support. Students at Carolina – undergraduate, professional, and graduate – currently navigate a maze of decentralized offices to obtain basic services to support their path to graduation and career preparation. Although skilled and caring professionals are deployed across campus to support students, efforts are not centrally organized or delivered in a way that effectively supports students and aids employers.

We must also help our faculty and staff reach their full potential. Over the last several years, large and small employers have established many new facilities and industries across the region that inevitably will compete with Carolina for top faculty and staff talent. While the current pandemic has softened the external job market, we must improve our operational efficiencies to create a smarter working environment and foster staff development for the evolving University workforce to recruit, develop and retain the very best.

Likewise, we must evaluate how changes to our work as a result of the pandemic can inform both our training content and the ways we deliver ongoing career development to University faculty and staff. Professional staff development must be purposeful, accessible, delivered via multiple platforms and modalities, monitored and tracked, aligned with day-to-day work and performance evaluations, and strategically designed to foster career growth and development of staff. Professional development and training opportunities are viewed as coveted benefits within the workplace, particularly among millennials (who constitute an increasing proportion of the workforce) and is a strong driver of retention of key talent. Investing in professional development for all employees at all levels of the University sends a message that individuals and their contributions are valued. It is imperative that we create the opportunities for employee development, processes that support employees taking increased ownership of their development, and managers creating a culture of inclusion, engagement and ongoing guidance. This seems even more urgent after several months spent working remotely and as our workforce more broadly is reconsidering what is important to them in terms of work-life balance.

Similarly, it is increasingly more difficult and expensive to attract, develop and retain the best faculty. High start-up costs and the significant time and effort required to develop faculty capacity makes faculty retention a top priority. It is important to assist faculty in reaching their full potential through improved and consistently applied annual reviews and career development planning, as well as mentoring. Awarding tenure is essential to maintain a stable, high-quality professional faculty. Consequently, the criteria used to confer tenure must be current, clear and applied consistently. At the same time, changes affecting all universities have resulted in an increasing number of fixed-term faculty positions. In the health science schools, clinical, research and teaching faculty play an increasingly crucial role in faculty life. The tenure-track and fixed-term faculty experiences, privileges and rewards must be re-evaluated and harmonized.

Concurrently, the University is a resource to the people of North Carolina and, to that end, aspires to educate the workforce needed by the state today and into the future. Encouraging learners to use their talents and education to address challenges faced by our population creates meaningful work for our graduates and contributes to North Carolina's overall prosperity and well-being. In the spirit of lifelong learning, we must also help our students after they graduate. We must provide them with the knowledge and skills needed to grow, adapt and thrive in an evolving world.

OBJECTIVE 3.1

Integrate career preparation into all students' experiences and extend career development opportunities to alumni.

Strategic Opportunities

- Adopt Modernizing Student Support recommendations for student career preparation, i.e., develop more efficient and integrated partnerships between and across units, such as between the College of Arts & Sciences Advising and University Career Services, to optimize all aspects of student navigation from matriculation to graduation.
- Develop digital offerings in lifelong learning to advance careers of alumni.

OBJECTIVE 3.2

Provide University staff with systematic professional development options, enabling them to grow career opportunities.

Strategic Opportunities

- Recruit and retain top talent at all levels of staff employment.
- Implement the Talent Management System proposal from Office of Human Resources.
- Develop digital lifelong learning programs and other professional development opportunities to facilitate career advancement for staff.
- Encourage and promote work–life balance for staff.

OBJECTIVE 3.3

Create opportunities to develop the careers of faculty and address the changing conditions affecting the professoriate.

Strategic Opportunities

- Recruit and retain top talent among the faculty ranks.
- Create leadership pathways and mentoring for our underrepresented faculty who aspire to assume leadership roles on campus or within higher education.
- Promote and integrate the Center for Faculty Excellence and Carolina Office for Lifelong Learning for course development and teaching strategies, and coordinate with Office of Human Resources and Academic Personnel Office to provide more management training opportunities for faculty.
- Assess the effectiveness of, and update or change, the policies and practices associated with both tenure-track and fixed-term promotion and tenure.
- Encourage and promote work–life balance for faculty.

Discover

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Environmental Scan

We look to faculty to help us comprehend and solve immediate challenges. We rely on them to inspire us through imagining new works of art, music, literature, theater and creative expression that remind us of human grace. And we need them for discovery: for exploring new ideas, solving problems, imagining different ways of seeing, working to fill gaps in human knowledge and for the simple reason that we do not know what knowledge we will need next.

Premier universities create conditions for discovery by sustaining robust, multi-stranded, creatively adaptable research, scholarly and artistic missions. Carolina is one of a small number of such universities. Today, UNC-Chapel Hill is the 12th largest research university in the United States, ranks fifth in federal research expenditures, fourth for federally funded health science research, and first in the nation for federally funded social and behavioral science research and development. More than 150 Carolina faculty are members of the National Academies and other prestigious learned societies.

Increasingly, multifaceted approaches to discovery are prized. In the sciences, federal research funding agencies set research priorities, and the National Institutes of Health (NIH), Carolina's top funding source, favors highly nimble and collaborative teams spanning multiple universities and research centers for funding that addresses national priorities. Carolina exemplifies that approach. For example, we have consistently invested in our infectious disease research enterprise, which includes a wide range of experts across the University that are deeply engaged in coronavirus research. This investment has enabled our researchers to work in nimble teams to discover and test cures and therapies for COVID-19 and pioneer strategies that will combat the spread of the virus.

Carolina has significant opportunities to compete for grants by expanding its partnerships internally and with other universities, industries and external organizations and continuing to diversify its funding sources. To this end, Carolina has established six institutional research priorities aligned with those of national funding agencies, such as NIH and the National Science Foundation: Precision Health & Society; Brain & Neuroscience; Cancer; Data Science; Environment; and Opportunity, Well-Being & Culture.

At the same time, Carolina's literary scholars, historians, geographers, anthropologists, religious studies scholars, and others have sustained long-term inquiry in North Carolina,

across the United States and abroad. They pursue systematic, empirical understandings and careful analyses of the shifts taking place, and in doing so secure highly competitive resources from both private funders, such as the Andrew W. Mellon Foundation and the Carnegie Endowment for International Peace, and federal agencies including the National Endowments for the Humanities and the Arts. New initiatives and long-standing programs including the Humanities for the Public Good, Carolina Performing Arts and the Ackland Art Museum, build constituencies on campus and beyond to enjoy the expanded horizons that art brings and to join the debates that humanities spark.

Carolina's students also play key roles in the research and discovery mission of the university. Graduate students provide critical support for faculty research, and these collaborations help them prepare to become the next generation of scientists. The IDEAs in Action General Education Curriculum will provide opportunities for all undergraduates to carry out research in a wide variety of disciplines, including leveraging creative expression, practice and production.
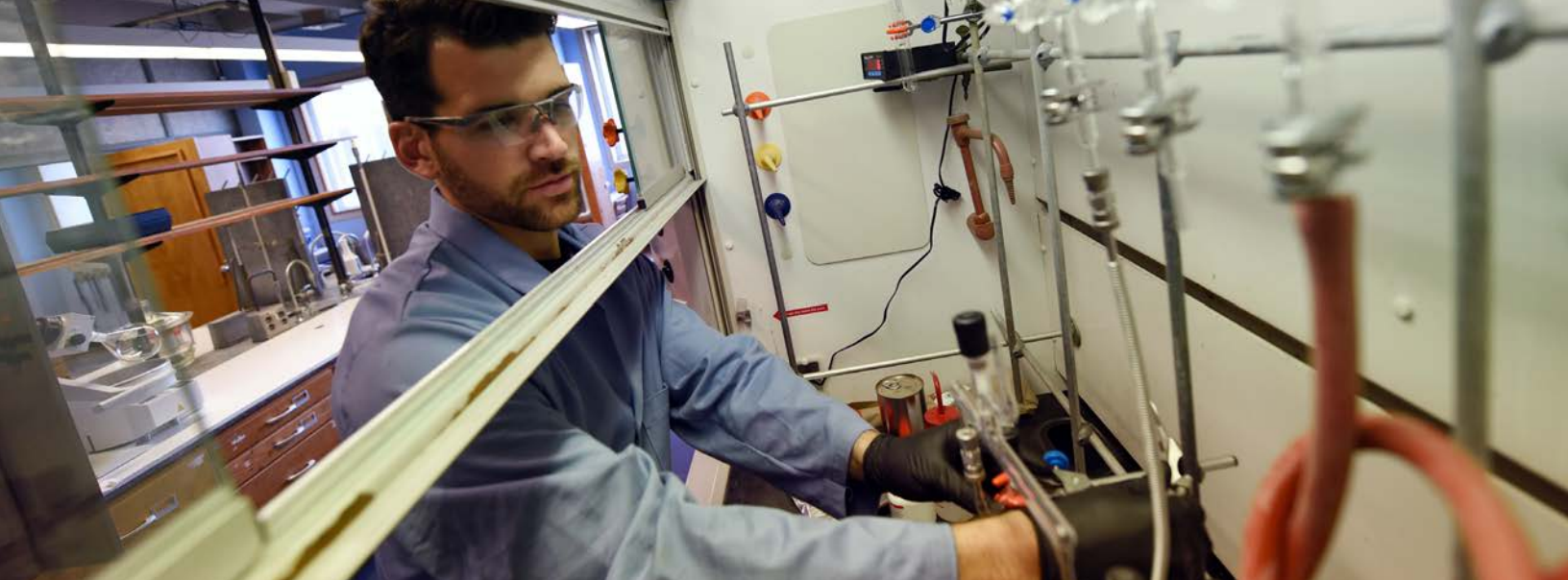
OBJECTIVE 4.1

Pursue creative collaboration in research and scholarship.

Strategic Opportunities

– Develop the implementation plan for a new School of Data, Information and Society.
– Implement the clinical trial management system for the University and initiate the Clinical Research Support Organization as a pilot in the School of Medicine to enhance clinical research and clinical decision support.
– Initiate studies to explore focus areas and enhance capabilities in brain neuroscience.
– Support research for the prevention, treatment, and cure of COVID-19, including the development of therapies and vaccines, testing and assessment to prevent community spread, and addressing public health and economic impacts
– UNC Rapidly Emerging Antiviral Drug Discovery Initiative (READDI): Develop five novel anti-viral drugs to Phase I/ II in five years to be ready for use in the next pandemic by academic and industry partners working collaboratively through UNC's Rapidly Emerging Antiviral Drug Discovery Initiative (READDI)
– Host a Statistical Research Data Center whereby researchers across disciplines can access non-public microdata from the Census Bureau's economic and demographic surveys and censuses, administrative data and restricted use data from federal agencies.
– Implement the Southern Futures Initiative to connect the arts, history, public health, and entrepreneurship, supported by world-class archives and library expertise with the people and communities who own them.

OBJECTIVE 4.2

Encourage artistic practice and artist-scholar synergies.

Strategic Opportunities

– Implement IDEAs in Action General Education Curriculum's Focus Capacity. Develop an inclusive, contemporary, student-centered General Education Curriculum that leverages creative expression, practice and production.
– Broaden our expectations of research teams to include foundational contributions from transformative and dynamic artists, creative humanists and performers to reflect the University's pursuit of new knowledge.
– Update the concept of Arts Everywhere as a comprehensive initiative to make the arts a fundamental part of University culture and daily campus life.

OBJECTIVE 4.3

Lead in solving the world's most challenging problems.

Strategic Opportunities

– Develop and implement the three lanes of the Institute for Convergent Science — Convergent Commons, Pre-commercial Demonstration and Commercial Launch — where compelling problems, innovation frameworks and integrated teams converge to deliver solutions to the world.
– Enable faculty-driven interdisciplinary projects such as Creativity Hubs, Idea Grants and other campus and unit-based initiatives to concentrate talent and resources on bold ideas free from typical organizational boundaries, with the goal of moving new discoveries into practice.

STRATEGIC INITIATIVE 5

Promote Democracy

—

Environmental Scan

As a leading global, public research university, we play a key role in the exchange of ideas and the education of informed citizens. Carolina is exceptionally well positioned to address contemporary public issues and challenges through education, research and service. Furthermore, as a higher education institution rooted in the American South, a frank confrontation with our region's history of racial and ethnic violence and exclusion is a necessary part of inclusive democratic citizenship. This commitment continues today with Carolina's pledge to support and improve democratic citizenship in the state, the nation and around the globe.

Carolina's commitment to education for the public good is embedded in the 1789 Act establishing the University to "endeavor to fit [the rising generation] for an honorable discharge of the social duties of life, by paying the strictest attention to their education." However, at the time of that Act, and for the next two centuries, most of the rising generation were not welcome at Carolina, whether for reasons of race, ethnicity, gender or class. Even now, the University continues to work toward equity and inclusion and is fully committed to serving the people of North Carolina.

Today, as in times past, humanity faces many challenges, including the rise of populist and nationalist movements, political polarizations, pollution and climate issues, poverty, public health crises, food and water insecurity, violence, terrorism and income inequality. These are global challenges that are brought home to us in North Carolina. And they are intensified by the great challenges presented by the novel coronavirus pandemic.

A Carolina education must focus on the skills needed for public engagement, including listening, perspective-taking, civil discussion, and frank disagreement, along with critical evaluation of evidence, probabilistic thinking and analysis of causal pathways. This rigorous academic training must be paired with participation, listening, and public-spirited problem solving in the political and civic sphere. And Carolina must foster discovery and innovation to help humanity recover from the medical, social, cultural and economic impacts of the pandemic.

We will build on our strong foundation of student self-governance and high rates of community and civic engagement for the betterment of our campus, our state, our nation and our world.

OBJECTIVE 5.1

Actively engage as diverse citizens responsible for the institutions of American democracy.

Strategic Opportunities

- Coordinate a "Carolina Votes" initiative. Involve Faculty Governance, Employee Forum, Student Government, GPSF, Campus Y and Carolina Center for Public Service, among others, to organize educational events, voter registration and voter education. Emphasize engagement via alternative methods during the pandemic.
- Measure student, staff and faculty understanding of and participation in the 2020 elections
- Encourage and assess student, staff, and faculty participation in the 2020 Census.
- Provide opportunities for students to intern in, or work with, democracy-related community organizations, including electoral campaigns, social movement organizations and government offices through the Carolina Center for Public Service and the Campus Y (Partnership with Strategic Initiative 6: Benefit Society).
- Host (virtually or in person) debates and other opportunities for candidates for public office to engage directly with students, staff and faculty.

OBJECTIVE 5.2

Work constructively across differences in society, starting by promoting respect and listening.

Strategic Opportunities

- Provide opportunities for conversations on- and off-campus that bring students, staff and faculty into respectful dialogue with people they disagree with; facilitate campus forums to promote honest, frank discussion and dissent on major campus and public issues; build the capacity to engage constructively across differences with evidence, intellectual humility, and respect. Involve the Institute of Politics, Roosevelt Institute, College Democrats and Republicans, Black Student Movement, Campus Y, Institute for the Arts and Humanities, Philosophy, Politics & Economics, Program for Public Discourse, Southern Futures and other campus units.
- Develop a faculty expert response system to provide evidence-based context for visiting speakers, along with mechanisms for audience feedback, to promote greater speaker quality and audience participation (possibly link with

IDEAs in Action's General Education Curriculum's Campus Life requirement).

– Develop the Communication Beyond Carolina capacity requirement in the IDEAs in Action General Education Curriculum to provide all undergraduates with strong skills in communication and listening with different audiences and publics.

– Conceptualize and develop the UNC Program for Public Discourse, emphasizing respectful dialogue in classes and public events.

– Develop a Dialogues in Global Democracy series: bring pairs of scholars, leaders or practitioners to campus for 1–2 day visiting events. They would each give public talks in which they engaged with one another's ideas and viewpoints in public. In addition, they would spend time with groups of students and faculty thoughtfully and carefully considering the implications and synergies between their viewpoints (in partnership with Strategic Initiative 7: Globalize).

– Provide voluntary mentorship and training for instructors to encourage respectful, evidence-based debate and discussion across major differences in the classroom. (in partnership with the School of Law, Program for Public Discourse, Department of Communication, IDEAS in Action Ideas, Information and Inquiry courses and first-year seminars)

OBJECTIVE 5.3

Explore how humanity's highest purposes and potential can be realized through democracy and can help the democracy thrive.

Strategic Opportunities

– Develop and support a Democracy Track in the IDEAs in Action General Education Curriculum to allow students to focus on democratic competencies regardless of major.

– Develop and support a Global Democracy Training Program/ Certificates available for graduate students across all units. (partnership with Strategic Initiative 7: Globalize)

– Develop and support the Center for Information, Technology and Public Life.

– Create a Carolina Civic Health Project to collect data about civic engagement, knowledge, opinions, and ideas in North Carolina communities (data will be available for public analysis and will also be the basis for an annual Carolina Civic Health Report published by UNC).

– Through the Carolina Civic Health Project, produce high quality resources, policy briefings, reports, recommendations, etc. for the state legislature, and potentially for more national forums with respect to democratic functioning.

– Create a Democracy Research Hub to support interdisciplinary, collaborative research on democratic governance, systems, and culture, with the goal of making Carolina the leader in research on democracy and building democracy research teams across schools and involving undergraduate and graduate students alongside faculty. (partnership with Strategic Initiative 4: Discover; and Strategic Initiative 7: Globalize)

Serve to Benefit Society

—

Environmental Scan

UNC-Chapel Hill embraces with pride its status as the nation's first public university and its call to public service – to the people of North Carolina and the region, nation and world. Our mission statement makes clear that we are a center for service and to extend our "knowledge-based services and other resources of the University to the citizens of North Carolina and their institutions to enhance the quality of life for all people in the state."

The guiding principles for *Carolina Next* — "Of the Public, For the Public" and "Innovation Made Fundamental" — also express our commitment to service for the benefit of society. Our citizens and our communities, at home and beyond, are expecting and depending on us to honor that commitment.

While North Carolina daily attracts new residents and successfully recruits and launches new businesses, it also faces extraordinarily complex and interrelated challenges that contribute to the state's ranking among the least healthy economies in the United States. Most small-town and rural economies are struggling to transition from the economic drivers of the past – furniture, textiles and tobacco – to the technology and knowledge-based economy of the present and future. An increase in natural disasters has affected cities and towns across the state, leaving many communities still in recovery when the next disaster hits. Opioid-related overdose is one of the leading causes of accidental death in North Carolina. The state's poverty rate is the 15th highest in the nation, and gaps in education, broadband internet, and healthcare access, quality and affordability persist.

These and other challenges also affect communities, regions and nations throughout the world. Our University has an important role to play to help address these problems and develop solutions that lead to improved health and prosperity of people and places.

To that end, the University extends expertise in ways that provide immediate assistance to communities across North Carolina and throughout the world. The University's faculty, students, and staff from schools, centers and institutes across campus offer professional services to individuals and communities through a variety of clinical, outreach and training programs. Carolina also forges deeply collaborative partnerships to understand and address local challenges, respecting and involving the community in ways that develop sustainable solutions to complex problems. Our world-class

museums provide public education opportunities for a wide range of North Carolinians and renowned archival resources, research, publications and teaching tell us much about the state's deep and diverse communities.

At no time in the 227-year history of the University of North Carolina has it had such a dramatic and concentrated role to play in implementing ideas and discoveries for public benefit. In response to the COVID-19 pandemic, UNC researchers and staff came together in extraordinary ways to cross boundaries, focus in unique and singularly targeted way, and mobilize parties working simultaneously on their parts of implementation to deliver critical solutions in days, rather than months or years.

Carolina is uniquely positioned to drive innovation, as well as economic and social development. As an engine of innovation, Carolina develops entrepreneurs, enables the creation of new companies and job growth, and translates basic science into solution-oriented products, programs, technologies and services to solve problems for the public good. Social and economic potential can be realized when academic research findings are translated effectively in partnership with communities that are proximate to the deepest concerns. The COVID-19 pandemic has demonstrated that, as with natural disasters, it disproportionally affects those of color and lower socioeconomic means. Serving to benefit society means working with communities to address inequities and systemic racism more broadly.

Carolina's commitment to service must remain strong, evolve in new and innovative ways, such as those demonstrated during its response to the COVID-19 pandemic, to meet the needs of the state and beyond.

OBJECTIVE 6.1

Engage with communities including grassroots organizations and local governments to solve problems and improve lives.

Strategic Opportunities

- Provide high-level organizational leadership that encourages and supports a pan–university approach to public service focused on addressing community challenges and opportunities.
- Implement recommendations for recognizing engaged scholarship and collaboration in promotion and tenure policies and procedures.
- Document and assess ongoing community-campus partnerships, especially those in lower-resourced communities, to amplify successful efforts, strengthen existing relationships, and identify opportunities to address community priorities and future partnerships.
- Encourage community-based participatory research.
- Bring together UNC-Chapel Hill's unrivaled expertise and resources for building transformative relationships among campus, the state and the region through the Southern Futures initiative.
- Institutionalize the Tar Heel Bus Tour and create opportunities for participants to continue to connect to the experience through their campus roles and responsibilities, including teaching and research.

OBJECTIVE 6.2

Achieve impact by providing platforms for faculty to develop solutions that address problems with critical implications for North Carolina and beyond.

Strategic Opportunities

- Launch the Provost's UNC Rural Initiative.
- Advance the work of the Office of Interprofessional Education and Practice.
- Apply the learnings from international collaborative research activities to problems facing the state of North Carolina.
- Increase infrastructure support during the technology development stage including increasing faculty participation in Pathways to Impact™.
- Operationalize systems to collectively gather, analyze, share and act upon data that can drive greater impact from UNC-Chapel Hill's engagement in North Carolina.

OBJECTIVE 6.3

Grow partnerships with businesses, non-profits, and government to translate and implement research-based ideas and discoveries into practical applications and public use.

Strategic Opportunities

- Coordinate and develop major corporate partnership strategies to enable physical infrastructure for research facilities as well as public-private partnerships such as Pinnacle Hill with Deerfield Management, Qura Therapeutics with ViiV Healthcare and Eastman Chemical Company.
- Expand proof-of-concept and investment funding that move critical ideas to impact through such programs as the Carolina Angel Network and Carolina Research Ventures.
- Develop the type and amount of investment such as venture philanthropy and public investment in UNC-Chapel Hill programs that support the pipeline of noncommercial solutions to address complex community problems.
- Strengthen the network, capacity and capabilities of North Carolina public officials who partner with the University to meet the acute needs of their communities, as well as the challenges of post-COVID-19 recovery and renewal.
- Establish operations and secure funding for UNC READDI, a UNC-led consortium designed to discover and develop drugs for clinical testing in anticipation of future viral pandemics.

STRATEGIC INITIATIVE 7

Globalize

—

Environmental Scan

As a global public research university, our researchers are leading the effort to understand both the ramifications of the COVID-19 pandemic and the characteristics of the virus itself so it can be treated, contained or prevented from recurring. Our network of partnerships around the world underpins our research capacity and increases its impact while elevating Carolina's national and international research profile. This remains true even amid the unprecedented shutdown of international travel — most flights canceled, visa and passport issuance suspended and borders closed by one country after another.

A primary aim of the Globalize Initiative is to preserve and, where possible, strengthen Carolina's ability to work with partners around the world to educate our students and to address the most pressing challenges of our time. Even as visa and travel restrictions impede the arrival of new international students, scholars, and faculty, and prevent travel to partner universities and research sites around the globe, we must keep our global partnerships strong in order to keep information and ideas flowing freely. To do this, we must find innovative ways to conduct international work, likely relying more on technology to connect than we have in the past.

We remain committed to the Global Guarantee, our promise to make a transformative global education available to all students. While our ambition to have most Carolina undergraduate students' study abroad is currently limited, we will maintain advising and programming capacity so that we are well-positioned to support students participating in study abroad when routine international travel resumes. Here on campus, we will expand work with faculty and unit leaders to strengthen opportunities for global learning in the classroom and beyond, capitalizing on rising interest in the dynamic forces that are reshaping our world. We also will expand opportunities for students and faculty to connect virtually with international peers at partner institutions and pursue research through joint working groups.

With fewer international students and scholars in Chapel Hill, and less participation in study abroad programs than before the crisis, we will need to redouble our efforts to infuse the campus with a global mindset. As we fulfill Carolina's mission of educating the next generation of leaders, we need to prepare those leaders to make thoughtful choices about globalization in the coming decades. In addition to expanding global courses, we will enhance programming on campus by highlighting the extensive global expertise within our campus community and by bringing global thought leaders to campus to feed a vibrant conversation about globalization. With Washington, D.C., an easy car ride away, and a robust community of international scholars and researchers throughout the Research Triangle and North Carolina, this programming can grow even when travel is restricted. We will draw on the extraordinary strength of Carolina's area studies programs (including new Asia-focused programs) to understand — and help our students understand — how other regions and countries grapple with global challenges.

OBJECTIVE 7.1

Strengthen global partnerships and bring the world to Carolina with enhanced on-campus global programming.

Strategic Opportunities

- Preserve and, where possible, strengthen Carolina's ability to work with partners around the world.
- Enhance global programming on campus, with increased opportunities for cultural exchange.
- Develop and execute initial phase of institutional strategy for Asia.
- Enhance global branding of the University.

OBJECTIVE 7.2

Guarantee that a global education is available to all students.

Strategic Opportunities

- Offer all Carolina students the best menu of global opportunities possible.
- Diversify and strengthen global learning across the Carolina curriculum on campus and abroad, including through enhanced support to faculty for developing new, revised, globally partnered and interdisciplinary global resources.
- Obtain broad campus support for revised and strengthened policies and procedures for student international travel.

OBJECTIVE 7.3

Enhance support of Carolina's international research mission.

Strategic Opportunities

- Develop, with broad university buy-in, standard operating procedures, clear policies and roadmaps for researchers seeking to establish operations abroad.
- Provide platform to showcase Carolina's strengths in global research.
- Establish a Global Seed Fund to support researchers seeking to establish new international research operations.

Optimize Operations

—

Environmental Scan

Optimizing the finance, administration and business operations is essential to creating an effective and sustainable organization. The current decentralized and fragmented operating environment at the University overemphasizes individual and historic preferences and makes decision-making based on a whole-university perspective difficult. The University's current administrative operating environment is outdated, not scalable and has limited funding for strategic priorities. The combination of these factors limits the university's ability to be nimble in times of crisis. This current environment hinders our ability to do the work of the University in a productive, efficient and effective manner. Meanwhile, the UNC System Board of Governors and UNC-Chapel Hill Board of Trustees are asking for — and expecting — greater financial and operational transparency and accountability.

COVID-19 will have a lasting impact on the business and finances of higher education. For example, Moody's downgraded its outlook for the higher education sector from stable to negative citing widespread instability as a result of the Coronavirus. The university must reevaluate its financial commitments as uncertainty around future enrollments and the potential loss of patient revenues, research funding and investment income will severely challenge campus operations for years to come.

As universities nationwide struggle with the same finance, administration and business operation challenges, pursuit of achieving operational excellence can be a differentiating factor for Carolina. In 2018, the University launched Operational Excellence, a multifaceted initiative that seeks to transform the University's administrative functions and business processes. The Operational Excellence initiative creates opportunities for the campus not only to catch up, but to surpass its peers and work at the forefront of operational change in higher education. At Carolina, we must continue to develop high-functioning collaborative administrative operations that empower individuals to drive change in support of the university's key mission of teaching, learning and research. We must be innovative and transformative in how we operate, with an ability to pivot at any time to meet current needs and challenges.

OBJECTIVE 8.1

Design, implement, execute, assess, and continuously improve the administrative operations that support the University's mission of teaching, research and public service.

Strategic Opportunities

- Implement a new budget model.
- Create an Office of Institutional Integrity and Risk Management.
- Continue to support the Campus Safety Commission.
- Advance and expand the Operational Excellence initiative.
- Create a Lean Management culture through the development and implementation of a Lean Management training program.
- Realign spend authority policies.
- Reduce costs and increase research flexibility by adopting a multi-cloud systems and services strategy.
- Create a nimble approach, inclusive of distributed technology units, in planning and executing institutional technology projects.
- Develop a teleworking program that improves employee engagement.
- Enhance "compliance-readiness" by aligning routine operations with suitable routine process and procedures.
- Leverage automation of student support services, freeing staff for critical face-to-face interactions.

OBJECTIVE 8.2

Implement a robust data governance structure and process to inform decision-making and drive change

Strategic Opportunities

- Reengineer the Office of Institutional Research and Assessment to become the Office of Institutional Research, Planning, and Assessment, furthering its role in planning, program evaluation and university metrics
- Modernize administrative data governance workflow and tracking to expedite internal and external acceptable use agreements.

OBJECTIVE 8.3

Create and maintain world-class physical facilities and infrastructure in support of our institutional mission.

Strategic Opportunities

- Create a working Master Plan from the existing 2019 Campus Master Plan.
- Identify and prioritize facilities to be renovated or replaced.
- Secure funding to renovate or replace prioritized facilities.

THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL