

Implementation of Strategic Foresight Recommendations

Strategic Foresight Committee #1: Bill Rivenbark, chair; Leisha DeHart-Davis; Katrina Hunt; Tyler Mulligan; John Rubin

"Lead a conversation that clarifies the School's distinctive approach to engaged scholarship and make recommendations to strengthen it. Make recommendations that also advance the School's mission by ensuring that we continue to function as One School, One Faculty, and One Team. Produce a report that captures the outcome of the conversation and includes the recommendations."

1. Faculty APT discussions

Create Academic Policy Advisory Committee (APAC) and hold organizational meeting



2. Faculty Advisory Committee discussions

Create Academic Policy Advisory Committee and hold organizational meeting



Actions

APAC created and meetings have been held as needed. An initial survey of faculty with advisory committees was completed to get feedback on what is working and what might need improvement. APAC will address feedback from faculty on an ongoing basis.

An APT informational discussion was the agenda for the 9.18.17 SOG faculty meeting. Tom Thornburg opened the meeting with a discussion on SOG APT and noted that the latest version of SOG's APT policy is available on the intranet. [Policies and Procedures on Faculty Appointment, Promotion, and Tenure](#). Jesse Smith, chair of UNC-CH's APT committee meeting presented information on the university's APT process. Q & A followed.

3. Greater Faculty Involvement in Decisions

Consult at Faculty Meetings rather than DAC on filling new or existing faculty positions



Create Agenda Committee for Faculty Meetings to focus more on policy issues and make them quarterly



Actions

After receiving feedback at a faculty meeting about vacant faculty positions, a process was created for allocating one new position, not limited to a faculty position, in either the MPA program, the public leadership group, or the courts group. A small committee of faculty members without a direct stake in the decision was formed. Committee members were David Owens, Anita Brown-Graham, Shannon Tufts, Janet Holston, Tom Thornburg, Frayda Bluestein, and Aimee Wall. The committee reviewed the three proposals and offered Mike Smith their feedback, reactions, and ideas. On 2.17.17, the author of each proposal made a short presentation to the group with Q&A. Mike asked the committee to share their impressions and feedback and made the final decision. A search is currently underway for a new faculty member with public leadership and governance expertise to work with the new Center for Public Leadership (CPL) and Governance.

Since October 2016 the Faculty Agenda Committee has met and planned the agenda for faculty meetings usually scheduled for every other month:

- Faculty Meeting on Neutrality 10.10.16
- Faculty Meeting on Vacant Faculty Positions 12.12.16
- Faculty Meeting on SOG Impact 2.13.17
- Faculty Meeting on Fundraising 4.10.17
- July 10 faculty meeting not held due to extended scheduling conflicts
- Faculty Meeting on APT 9.18.17
- Faculty Meeting on Program/Course Planning held on 10.9.17

4. Encourage Communication and Collaboration Among Faculty

Create monthly "Faculty Lunches with the Dean" for faculty members to share work with one another. Share the information broadly by blogging about it.



Actions Since September 2016, nearly all faculty have participated in a lunch with the dean. When this round is concluded that will be at least 44 individual faculty work portfolios about which Mike has subsequently written a blog post.

5. Encourage Greater University Involvement by Faculty

Support faculty involvement on campus committees and continue rewarding as one factor in salary decisions



Support interdisciplinary research on campus by faculty and continue rewarding like any other research



6. Greater Faculty-Staff Information Sharing

Appoint faculty-staff Community Conversations Committee to plan annual conversation about how their work advances the School's mission



Ask new Director for Strategy and Innovation to support committee's work



Actions Three new members joined the SOG leadership team in November 2016 and commenced learning about faculty and staff roles and responsibilities. A faculty "Listen and Learn Tour" was conducted by Linda Weiner, Michael Vollmer and Janet Holston in early Spring 2017-- three discussion meetings were held with faculty during March and April. A holistic look at SOG processes, functions and communications is underway and new operational initiatives have been implemented. Rather than form a separate committee, the Dean's Advisory Council supported by Janet Holston will be asked to assist in planning the next Community Conversation to build on this work.

7. Improve Communication and Clarify Roles

Change FED Meetings to Information Sharing Meeting and make them quarterly



New initiatives (i.e., Faculty Lunches with the Dean, Community Conversations) will promote this goal



Continue existing Lunch and Learn with the Dean meetings and new quarterly Meet and Greet breakfast sessions



Actions Information Sharing Meetings have been held quarterly:

- December 12, 2016 – Innovation Fund projects. Reports from Adam Lovelady (Solutions Forums), Aimee Wall (Building Capacity in Public Health Law –Liberia), Vaughn Upshaw (Budgetopolis/Bottom Line)
- March 20, 2017 agenda: Kara Millonzi – NC Finance Connect; Jeff Welty and Shea Denning - Courts group's proposed Criminal Law Knowledge Base for Prosecutors
- June 6, 2017 – held faculty meeting on Neutrality in place of Information Sharing meeting.
- September 2017 – held faculty APT meeting in place of Information Sharing meeting.

Actions Lunch and Learn with the Dean and quarterly Meet and Greet sessions continue.

8. Communicate about Entrepreneurial Initiatives

Share and discuss revised entrepreneurial initiatives policy at Information Sharing Meeting



Actions The Entrepreneurial Initiatives Policy has been revised based on review and input from a number of sources. When it has been finalized by SOG leadership, the policy will be shared at a future Information Sharing Meeting.

9. Clarify Administrative and Operational Procedures

Charge new Associate Dean for Operations and Administration to work with Division Managers on this issue



Actions A process report on observations, recommendations and next steps was submitted to Mike Smith in February 2017.

SOG marketing and SOG publications divisions merged into one unit led by Sonja Matanovic.

A publications and distribution partnership with UNC Press was launched 10.1.17.

Next steps include reviewing course creation, execution and program support/management. A working group of faculty and staff will be formed to generate ideas and recommendations, with a report in mid 2018.

Implementation of Strategic Foresight Recommendations

Strategic Foresight Committee #2: Kara Millonzi, chair, Maurice Ferrell, Willow Jacobson, David Owens, Jeff Welty

"Increase the School's practical impact in North Carolina by organizing and doing our work in ways that expand our existing capacity for engaged scholarship through teaching, research, and advising."

1. Pilot Subject-Matter Assistant Positions

Create two-year pilot subject-matter assistant position to work with faculty members in criminal law field using lapsed salary money from vacant position



Create two-year pilot subject-matter assistant position to work with faculty members in the local government law field



Actions

- Aly Chen hired as Civil Law Legal Research Associate in April 2017.
- Rebecca Badgett hired as Local Government Law Legal Research Associate in May 2017
- Jonathan Holbrook hired as Prosecutor Educator July 2017

2. Encourage Faculty R&D Time

Ask new Academic Policy Advisory Committee (APAC) to develop and implement policy and implement on a trial basis with limited number of faculty members during fiscal year 2016-17



Actions

Pilot program has been completed and a policy developed. Information sessions are being held to make faculty aware of the policy and expectations. Policy: "Each faculty member is encouraged to complete a development assignment period of four to six weeks each fiscal year. Each faculty member is expected to complete a development assignment at least once every two fiscal years. During this time faculty members are expected to focus on professional development activities that increase their impact on the School's mission." [Faculty Development Assignment Policy](#)

3. Pilot Curriculum Developer Client Specialist Positions

Create two-year pilot by converting vacant staff position in the Judicial College into Curriculum Developer/Client Specialist



Actions

Elizabeth Watkins Price hired in December 2016 as Judicial Curriculum Development Specialist.

4. Consistent Full-Service Event Planning for Courses and Conferences

Charge new Associate Dean for Operations with conducting comprehensive review of how we support faculty in planning and administering programs



Actions

The Faculty Agenda Committee planned a faculty meeting that was held on October 9, 2017. Michael Weiner and Linda Vollmer presented an overview of the current process for creating and executing courses. A Q & A was held and then faculty broke into groups to discuss the categories of "Works Well" and "Needs Improvement." Each group reported out their top item in each category.

Actions

A working group of faculty and staff has been formed to further explore and address the spectrum of course creation and execution in SOG. Members are: Michael Vollmer and Diane Juffras, co-chairs; Norma Houston, Shannon Tufts, Greg Allison, Kim Nelson, John Rubin, Lydian Altman, Mary Judge, Brian Newport, Cindy Lee, Max Kadel, and Toogie Hampton. A recommendations report is planned for July 2018.

Implementation of Strategic Foresight Recommendations

Strategic Foresight Committee #3: Shea Denning, chair, Whitney Afonso, LaToya Powell, Dale Roenigk, Aimee Wall, Donna Warner

“Develop strategic initiatives that respond to the most important trends identified as high-certainty and high-impact during the Foresight Lab.”

1. Expand Curriculum of the Judicial College

Create high-level administrative professional who can help design curricula and develop courses (Curriculum Developer/Client Specialist) ✓

Judicial College faculty works to develop plan for existing and new courses that are part of a core, tiered curriculum ✓

Jeff Welty develops a business plan need to implement expanded curriculum ✓

Make private funding for an endowment to support the Judicial College and expanded curriculum a priority for capital campaign ✓

Actions

Elizabeth Watkins Price hired in December 2016 as Judicial Curriculum Development Specialist.

Judicial College published course catalog March 2017. [North Carolina Judicial College Course Catalog](#)

The Judicial College is a strategic priority for the School of Government in the Campaign for Next; UNC Chapel Hill's recently launched \$4.25 billion comprehensive campaign. A case statement for the Judicial College is in development.

2. Create Center for Public Leadership (CPL)

Identify and appoint faculty administrator (Peg Carlson) responsible for managing CPL as an entrepreneurial initiative ✓

Clarify roles and expectations for members of the leadership group to assess collective commitment and deciding whether to proceed with CPL ✓

Provide start-up funding from SOG endowment income to hire EPA professional ✓

Develop vision for CPL along with short-term and long-term plan +

Develop a business model for CPL +

Actions

Peg Carlson appointed as director. Faculty have decided on the name Center for Public Leadership and Governance (CPLG).

Tracy Miles joined the SOG as Deputy Director, CPLG in August 2017.

Vision, mission, long term planning and business model are in process. Carlson and Miles met with Holston, Vollmer and Weiner on 10.5.17 to review CPLG plans for moving forward.

3. Create a Data Center

Explore whether to include an expanded role for data, possibly even a data center, under organizational umbrella of the Applied Public Policy Initiative



Actions

There is broad interest in SOG for expanding the role of data collection, analysis and visualization. The idea was brought up in several different ways in the faculty proposals that were submitted in July 2017 during SOG's call to faculty for new fundraising ideas.

Applied Public Policy Initiative has been renamed as nclMPACT and has as one of its goals: Provide civic leaders across the state with sound data, high quality research, and rigorous analysis.

4. Create Structured Conversations on High-Impact Trends

Charge new Director for Strategy and Innovation with implementing this recommendation



Actions

Members of Purdue University's Agile Strategy Lab presented their work on Strategic Doing™ at a daylong workshop at SOG on May 22, 2017. Members of the Lab gave a morning keynote for interested faculty and staff. In the afternoon, three entrepreneurial initiatives – Environmental Finance Center, Center for Public Leadership and Governance and Center for Public Technology – participated in a custom workshop to learn more and use the Strategic Doing methodology in addressing a strategic framing question they had each developed in advance.

The CPLG is organizing a Strategic Doing™ Training Workshop for Practitioners for December 14-16, 2017 at SOG. Attendees are expected from School of Public Health, School of Social Work, the Innovate Carolina group as well as outside the university.

Future guest speakers for education technology trends, urban/rural issues and government innovation topics are being identified.

Planning is underway for next SOG Community Conversation in early 2018.