



A Conversation with Dr. Andrew Kelly

UNC System Senior Vice President for Strategy and Policy

What work does the Strategy and Policy Division tackle at the UNC System Office?

The simple answer to that question is that we are responsible for all things Strategic Plan related. When I started in 2016, the first order of business was to create a new Strategic Plan for the whole System. We then took the System-level plan, with its 11 goals, and created performance agreements that spelled out what each institution would contribute in pursuit of these goals.

So, our work starts from those two big ideas: performance measurement and public accountability. How is the System doing as a whole? How are our institutions doing in terms of accomplishing the goals they've set out to achieve?

Once you set goals, you've got to identify the policies and investments that can help you achieve them. So we've done a lot of thinking about how our policies and resource streams are aligned with the goals we've set for ourselves. That's an ongoing effort that involves thinking about how the University's funding model operates, looking at our state's financial aid programs, and assessing how existing policies align with our goals.

Finally, we've actively worked to raise our game when it comes to research and development on student success. We all know we want more students to graduate and to graduate on time, but it's not always clear which are the best strategies to make that happen and which are the most cost effective. We've built a platform here—the Student Success Innovation Lab—to facilitate that work.

To read the full conversation with Dr. Kelly, visit the UNC System homepage.



Voter ID: UNC System Works to Support Approval of University ID Cards

In mid-March, University of North Carolina System Senior Vice President and General



WELCOME ABOARD!

We welcome our new colleagues to the University of North Carolina System Office:

Raisa Dunton, Human Resources Specialist, Human Resources

Katie Barnes, Administrative Support Associate, Go Global

Kenneth Schettig, Broadcast Technician, UNC-TV

Elsie Sanchez-White, Retirement Plan Director, Human Resources

Grant Dennis, Broadcast and Emerging Media Specialist, UNC-TV

Counsel Tom Shanahan released a statement on Session Law 2018-144, the law that will require citizens to provide photographic identification to vote.

“The UNC System office has been working closely with each of our 17 institutions and with the State Board of Elections and General Assembly to determine a path towards approval of student and employee identification cards as accepted forms of Voter ID. We expect each of our 17 institutions will likely send in letters by (March 13) deadline requesting approval from the State Board of Elections. We are hopeful that the Board will approve those requests and agree with what we believe is both the legislative intent and the legislative requirement for these identification cards.

(UNC System) Interim President Roper has made clear that the UNC System remains ironclad in its commitment to enabling our campus communities to vote. We will continue to work with all our partners to ensure there are no barriers for our students and employees at the voting booth.”



Veronica Garcia, Digital Engagement & Fundraising Intern, UNC-TV



TAKE THIS SURVEY! (THANKS)

The BESST Team wants to continue planning employee engagement activities and need your input. Please complete this [short survey](#) today and we'll continue making the UNC System one of the best places to work! Last day to [submit the survey](#) is **Friday, March 29**.



A LOOK AHEAD

MARCH

March 27-28 [2019 Digital Learning Initiative Symposium](#), Carolina Club, Chapel Hill

Coalition for Early Learning and Literacy in Teacher Preparation Launches

The University of North Carolina System announced the launch of the Early Learning and Literacy Impact Coalition, a group of five educator preparation programs across North Carolina focused on improving preschool and elementary teaching. The network is the first community of practice to emerge from the work of the UNC System's Educator Preparation Advisory Group. The advisory group comprises 20 leaders from across the state's education preparation programs and P12 public schools. It is charged with prioritizing and developing System-wide strategies and initiatives to improve teacher preparation in North Carolina.

"Too many of our students in North Carolina lack access to the educational opportunities they deserve," said Julie Kowal, associate vice president for P12 Strategy & Policy at the UNC System. "The success of our state's efforts to expand early learning opportunities and early literacy will depend in large part on the skills and knowledge of the teachers that work with our youngest students. As the state's largest single source of public school teachers, the UNC System is committed to supporting continuous improvement and innovation in the preparation of preschool and elementary educators."

The Impact Coalition is a partnership between the UNC System Office and Deans for Impact, a national non-profit organization dedicated to transforming educator preparation through scientific evidence and leader-driven networks. Deans for Impact oversaw a competitive application process for the coalition across the public and private university-based educator

March 27-29 [2019 UNC System Finance Conference](#), ECU, Greenville

March 29 - Last day to complete the [BESST Survey!](#)

APRIL

April 4 Town Hall, 9-10 a.m., Spangler Board Room

April 11 [TIAA Financial One-on-One](#), CSLD, HR Conference Room (register for an appointment)

MAY

May 8 [TIAA Financial One-on-One](#), CSLD, Conference Room A (register for an appointment)

May 15-17 [2019 UNC System Advancement Symposium](#), ECU, Greenville

May 30-31 [UNC System Safety and Security Conference](#), UNC Asheville



BOARD OF GOVERNORS Regular Meetings

MAY 20-22

Full Board meeting at CSLD

SEPTEMBER 19-20

Full Board meeting at CSLD

preparation programs in North Carolina. The following programs were selected from a strong set of proposals:

- UNC Charlotte's Cato College of Education
- Elon University's School of Education
- UNC Pembroke's School of Education
- Western Carolina University's College of Education and Allied Professions
- Winston-Salem State University's Department of Education

The Early Learning and Literacy Impact Coalition is made possible with support from SAS and the Belk Foundation. To read the full story, visit www.northcarolina.edu.

NC Rep. Fraley Addresses Faculty Assembly

Rep. John A. Fraley joined the Faculty Assembly meeting to express his continued commitment to the UNC System. He reiterated the System's priorities that are currently on the legislative radar, which includes funding for summer school, faculty recruitment and retention, and data modernization.

Rep. Fraley represents District 95 and is serving his third term in office. He is the chair of the Appropriations Education and Education Universities committees.

OCTOBER 17-18

Full Board meeting at CSLD

NOVEMBER 14-15

Full Board Meeting at Elizabeth City State University

DECEMBER 13

Full Board meeting at CSLD



STAY INFORMED

Human Resources:

Get Connected! Visit HR online for employee benefits and more information.

2019 Upcoming Conferences:

Find out about UNC System conference information and registration.

Submit Your News: Want to be included in the next UNC System e-Newsletter? The deadline is April 15. Send information to submit_news@northcarolina.edu.

Team Spotlight and Kudos

Corner: Want to see your team highlighted in the next newsletter? Send us an email

The Faculty Assembly is an elected body of representatives of the faculty at the System's 17 institutions and serves as a faculty advisory body to the president, UNC System Office, the Board of Governors, the NC General Assembly, and campus faculty and administrative bodies, on system-wide issues. David Green, of NCCU, serves as the current Faculty Assembly chair.

and we'll help tell your story.
Send inquires to:
submit_news@northcarolina.edu.



KUDOS CORNER



WCU Chancellor Testifies Before U.S. Congress on College Affordability

On March 13, Western Carolina University Interim Chancellor Alison Morrison-Shetlar testified in Washington, DC, before the U.S. House Education and Labor Committee on the topic of affordability in higher education. The four-hour panel discussion gave her the opportunity to talk about the success and viability of NC Promise at WCU, as well as Elizabeth City State and UNC Pembroke.



Carrboro's Poet Laureate

Fred L. Joiner, computer support technician in the Division of Information Technology has been named [Carrboro's new Poet Laureate](#). Joiner has received awards and fellowships from the D.C. Commission on the Arts and Humanities and St. Mary's College of Maryland. His work has appeared in Callaloo, Gargoyle, and Fledgling Rag, among other publications.

She also fielded questions about NC Promise from members of the committee, which was a tremendous opportunity to spotlight the state's substantial investment in higher education, according to Elizabeth Morra, Vice President, UNC System Federal Relations. This was the committee's first of five hearings on higher education leading up to the next reauthorization of the Higher Education Act (HEA).



CBE Council Member Talks Education Model at Senate Briefing

Dr. Bridgett Sellars, Competency-Based Education Council member, from Winston-Salem State University, recently presented as a panelist for a US Senate briefing to describe the successes of the CBE model at WSSU.

The CBE Council was established in 2018 to provide a forum for faculty and staff to share experiences, apply for grant funding, establish a visible conference presence, and

Another one of Joiner's poems recently won the Smithsonian's National Museum of African Art's Divine Comedy Poetry Contest.



Higher Education in Real Time!

Congratulations to **Elizabeth Reilley** on earning her Ph.D. from UNC Greensboro! Elizabeth is the director of data analytics and policy research in the Division of Strategy and Policy and is responsible for analyzing data and researching issues in higher education in support of the UNC System's Strategic Plan and policy initiatives.

Join the UNC System in congratulating Elizabeth and Fred on a job well done.

**INDIVIDUALLY
REMARKABLE.**

**COLLECTIVELY
EXTRAORDINARY.**

communicate best practices and guidance for the System's newest CBE efforts.

Alison Winzeler, program director, NC State University College of Education and Natasha Ohene, program director, Winston-Salem State University School of Health Sciences are the CBE Council co-chairs.

Dr. Michelle Solér, of Academic Affairs, serves as the director of the CBE program for the UNC System Office.

Purchase Presents on 'Clery 101 for Campus Law Enforcement' at Conference

In March, Ed Purchase, University Public Safety Operations and Clery Act training coordinator, presented "Clery 101 for Campus Law Enforcement" at Virginia's 2019 Campus Safety and Violence Prevention Forum

The department also recently delivered their Civil Liability/Deadly Mistakes training for all UNC System 911 Telecommunicators. Sessions were presented at the Spangler Building and to NC State's Communications Training Officer 911 Telecommunicators class.

What's ahead? Brent Herron and John Dougherty will co-present at the UNC Finance Conference in late March on "The Monetary and Resource Implications of Free Expression Within the University."

Our institutions are a click away:

[Appalachian State University](#)

[East Carolina University](#)

[Elizabeth City State University](#)

[Fayetteville State University](#)

[North Carolina A&T State University](#)

[North Carolina Central University](#)

[North Carolina State University](#)

[UNC Asheville](#)

[UNC-Chapel Hill](#)

[UNC Charlotte](#)

[UNC Greensboro](#)

[UNC Pembroke](#)

[UNC Wilmington](#)

[UNC School of the Arts](#)

[Western Carolina University](#)

[Winston-Salem State University](#)

[NC School of Science and](#)

[Mathematics](#)

Performance Management Cycle Ends March 31

The current performance management cycle for SHRA permanent employees, which started April 1, 2018, ends on March 31. Supervisors must complete the annual appraisal forms, discuss them with their employees, and prepare 2019-20 performance plans no later than May 31.

Human Resources will hold two Performance Management refresher webinars for System Office staff:

- Wednesday, April 3, 1-2 p.m.
- Tuesday, April 9, 11 a.m.-noon

For webinar log-in information, visit the Human Resources website.

Soon after March 31, supervisors should begin preparation of SHRA performance appraisals (evaluation comments and ratings). The totality of the employee's work should be assessed against the individual and institutional goals. Supervisors should also begin considering the makeup of the 2019-20 performance plan, and create 3-5 individual goals for the upcoming year. Some of the previous year's goals may be carried forward and the measurability of any carryover goal should be assessed and updated.

As a reminder, the EHRA performance management cycle ends June 30, with annual appraisals and performance plans due Aug. 31.

For more information and resources visit the [Human Resources website](#) or call the HR Employee Relations unit.



Team Spotlight: Academic and Student Affairs

The Academic and Student Affairs team has the unique opportunity to work closely with our 17 Institutions through collaboration with campus administrators in implementing policies and regulations regarding student affairs, financial aid, admissions, and behavioral health. They are responsible for overseeing access programs, such as CFNC Pathways Partnership, the statewide Countdown to College program, and working closely with campus committees and educational agencies on minimum admissions, course requirements, coordination of the distribution of student financial aid information, and state awards with the NCSEAA (North Carolina State Education Assistance Authority). This unit is also responsible for managing the Presidential Scholars and the Marian Drane Graham Scholars programs.

Meet the team -

Interim Vice President for Academic and Student Affairs **Dr. Bethany Meighen** has worked at the UNC System Office for three years. She serves as the chief student affairs officer of the University, the liaison between the University and the campuses on policies regarding financial aid, enrollment management, student conduct, and behavioral health and wellness. Bethany is responsible for leading the UNC Behavioral Health Convening Planning Committee and the MAR working group and convenes the following groups: Student Health Center directors, Deans of Students, Enrollment Managers, Directors of Admissions, and Vice Chancellors for Student Affairs.

Lydia Mayer is the executive assistant for the Vice President of Academic and Student Affairs and joined the System office in October 2017. She currently supports Dr. Bethany Meighen in her role and coordinates scheduling, office operations, proofing documents, maintaining academic listserves, and supporting other Academic and Student Affairs staff as needed.

Kimberly Mitchell is the director of Student Development and Advisor for Association of Student Governments and joined the UNC System in May 2018. She advises the President of ASG and their cabinet and oversees the logistics of the monthly meetings. In addition, she advises and oversees the Presidential Scholars Program and the summer Marian Drane Graham Scholars Program. The Presidential Scholars work on programs and research projects with various offices within the System. The Marian Drane Graham Scholars Program selects six students annually to complete an eight-week internship with a state agency during the summer. As part of the program, the MDG Scholars learn more about the UNC System, specific institutions, higher education policy, and government on a larger scale.

Tenika McMillan is the assessment and program specialist and has worked at the UNC System since 2009. Tenika currently oversees all administrative, programmatic, and assessment work for Academic and Student Affairs. She provides expertise and support in designing and implementing assessment activities and the interpretation of data related to program outcomes and assessment measures. Tenika also oversees the NC Governors HBCU Internship Program and the statewide NC Countdown to College Initiative.

Autumn Carpenter (not pictured), is the director of financial aid operations and technology and joined the System Office in 2018. She provides functional, technical, and compliance-oriented services to the 17 UNC institutions. Her support to campuses has an emphasis on data integrity, training, and reporting. She convenes the UNC System Financial Aid Directors on a monthly basis to discuss state and federal regulatory updates, required upgrades and system compliance. Autumn also serves as the lead for financial aid and student accounts, as well as UNC System business process standards initiatives. Her efforts help implement process improvements and internal controls at UNC campuses.

Mark Wiles (not pictured) leads the College Foundation of North Carolina (CFNC) Pathways program created by the UNC BOG to increase college access for North Carolinians, which provides a wide range of free career and college planning services for students. Each year, students use CFNC.org to submit over 700,000 online admission applications and official

electronic high school transcripts resulting in greater support for students in the college enrollment process and an estimated \$2.8 million in cost savings for students and NC institutions. Mark's expertise includes leveraging technology to support college access, building partnerships, and providing support and training for stakeholders. He is based on the campus of UNC Greensboro, where he also supervises a team of graduate assistants who serve students, parents, and educators in the college enrollment process by responding to over 20,000 toll-free calls and emails annually.

Michelle Mikeal (not pictured) joined the UNC System in 2010 as a business and technical application analyst. She oversees gathering user feedback to develop business system specifications and page update requests for the Plan and Apply resources on CFNC.org. Michelle also focuses on supporting K-12 educators through her responsibility for account management and support of the CFNC Professional Center. Over 2,500 NC counselors, educators, and College Advising Corps staff use the CFNC Professional Center to view assessments, transcript requests, residency, FAFSA, and admission application activity for their students.

Cole Justad-Sandberg (not pictured) is the business systems analyst and manages support and services for the 110 NC colleges that use CFNC application and transcript services. Cole assists campuses with admission applications, creating and running reports, and downloading data. He coordinates the web, regional workshops and one-on-one campus consultations to ensure optimal use of CFNC application and transcript services. He works closely with campuses to garner ideas for system improvement, and with CFI (which provides technology infrastructure) to develop, test, and deploy.

Stop by the Garden Suite to meet the team!



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