

EXECUTIVE SUMMARY

The Board of Governors of The University of North Carolina in 1976 adopted a long-range plan which assigned missions to the sixteen constituent institutions. With modest changes, this structure has continued in effect since that time.

Recognizing that the State has experienced marked change and growth since 1976, the President and the Board of Governors concluded in 1990 that a new long-range plan, covering the period 1990-2000, should be developed and should address again the issue of institutional mission. Accordingly, each institution was asked to develop a new plan for the 1990's, describing the changes in institutional mission that would be required to carry out its educational objectives over the next decade.

Before making his own recommendations to the Board of Governors, President Spangler asked four consultants, all of whom have had experience in the presidential role, to give him their recommendations on the institutional proposals. In carrying out this charge, the consultants met with the President, the Board of Governors, and the sixteen Chancellors. They also divided into teams of two or three and visited each of the campuses, where they discussed the mission statements with the Chancellors, Deans, and faculty representatives.

In adopting criteria for decision-making, the consultants were mindful of the three objectives assigned by legislation to The University and the Board of Governors:

1. To improve the quality of higher education.
2. To extend its benefits.
3. To achieve a more economical use of the state's resources.

They also observed certain contextual considerations related to these objectives:

1. The importance of diversity in higher education, as reflected in the different missions of the sixteen constituent institutions.
2. Recognition that the majority of students enrolled in The University are undergraduates and that this imposes on all institutions a high priority obligation to provide for those students a quality experience.