Definition of Access

Access is the opportunity for all North Carolinians who are prepared for the associated rigorous learning experiences to pursue a university education. Providing North Carolinians access and encouragement to pursue higher education is not confined solely to helping students gain admittance to college. It also includes:

- Providing multiple access points (e.g., pathways for transfer students, availability of online courses, etc.) into the University;
- Academic, financial, cultural, and other knowledge-based services to help all students – but particularly those who are underserved for any reason – aspire to, enroll in, and graduate from institutions that match their interests and capabilities.

Goal 1: Increase Access to Success

Topical Area: Increase access to success.

Goal: The University of North Carolina's undergraduate enrollments and baccalaureate degree recipients will more closely reflect the demographics and growth rate of the state by 2021-22.

Metrics: While maintaining rigorous standards, by 2021-22, increase enrollments of and completions by underserved students, including those from low-income families, rural counties, and others who are underserved for any reason.

Enrollment:

- Low-income: By fall 2021, increase enrollment of low-income students by 13% over fall 2015 levels (an average of 2% per year) to reduce the existing participation gap by at least half.

- Rural: By fall 2021, increase enrollment of students from Tier 1 and Tier 2 counties by 11% over fall 2016 levels (an average of 2% per year) to reduce the existing participation gap by at least half.

Completions:

- Low-income: Our natural growth rate projects an increase in low-income graduates of 32% (an average of 5% per year) over 2015-16 levels by 2021-22. Building upon past successes, the University will increase the number of low-income graduates by 37% (an average of 6% per year) over 2015-16 levels by 2021-22.

- Rural: Our natural growth rate projects an increase in graduates from Tier 1 and Tier 2 counties of 12% (an average of 2% per year) over 2015-16 levels by 2021-22. Building upon past

successes, the University will increase the number of graduates from Tier 1 and Tier 2 counties by 20% (an average of 3% per year) over 2015-16 levels by 2021-22.

Goal 2: Improve the Transition from K-12 to College

Topical Area: Alignment of postsecondary and K-12 policies, practices, and standards to improve student transitions.

Goal: Improve student transitions from high school to college and community college to the University through better alignment of K-12, community college, and University policies, practices, and standards.

Metric: By May 2017, UNC General Administration will convene a multi-agency working group, including but not limited to representatives from K-12, the University, North Carolina community colleges, and the State Education Assistance Authority, to recommend policies and strategies designed to improve readiness and the transition to postsecondary education.

By 2018, the working group will report its recommendations to the UNC Board of Governors, State Board of Education, State Board of Community Colleges and other governance bodies. The working group will focus on issues including but not limited to: efforts to engage with and inform prospective students about postsecondary options and financial aid, integration of state data systems, alignment of standards and admission requirements, and teacher preparation and professional development.

Definition of Student Success

Student Success is a combination of positive intellectual, personal, and social development facilitated by a high-quality university education. It includes:

- The development of competencies – critical and creative thinking, life-long learning, technological mastery, resilience, effective communication, flexibility, and collaboration, among others – for meaningful engagement in 21st-century life;
- The timely acquisition of a degree.

Goal 1: All Useful Learning

Topical Area: Student experiences and postgraduate success.

Goal: Provide all students with outstanding academic and experiential learning opportunities to acquire all useful learning needed to be responsible citizens, productive members of the workforce, and life-long learners in a global environment.

Metric: By 2018, the University will implement a survey of current students and alumni that will measure the degree of engagement during their academic careers and satisfaction in postgraduate life. (Potential indicators: student learning gains, involvement in campus organizations, internships, research, job placement and earnings, and well-being.)

Goal 2: Improve Timely Degree Completion while Reducing Achievement Gaps

Topical Area: Timely degree completion and reducing achievement gaps.

Goal: Improve timely degree completion for all and be the nation's leader in degree completion by groups with disproportionate achievement gaps.

Metrics:

By 2021-22:

- Increase the number of undergraduate degrees awarded per 100 full-time students (undergraduate degree efficiency) by 1.4 to reach a target of 23.5.

- Increase the proportion of first-time, full-time freshman who graduate with a bachelor's degree from any accredited institution within five years by 5.1 percentage points to reach a target of 70%.

- Reduce by half existing gaps (as of 2016) in undergraduate degree efficiency among student groups with disproportionate achievement gaps.

Definition of Affordability & Efficiency

Article IX, Section 9 of the North Carolina State Constitution requires that "The General Assembly shall provide that the benefits of The University of North Carolina and other public institutions of higher education, as far as practicable, be extended to the people of the State free of expense."

That constitutional mandate encourages a working compact among the state's elected officials, taxpayers, and UNC to deliver the University's multifaceted mission at the highest levels of quality in a cost-effective manner without regard to a student's ability to pay.

Goal 1: Affordability

Topical Area: The cost of attending the University has been increasing faster than the median income in North Carolina.

Goal: Offer education of equal or higher quality than currently provided at a cost that is both consistent with the State constitution and attainable to students and families in North Carolina.

Metric: Commit to affordable tuition by limiting annual percent increases in undergraduate resident tuition rates to no more than the increase in the median family income,[1] while providing autonomy and incentives for UNC institutions that can demonstrate that the financial investment made by students, families, and taxpayers is of excellent value.

Goal 2: Efficiency

Topical Area: The University is charged to fulfill its mission through the efficient use of available resources to ensure the highest quality of service to the citizens of the state.

Goal: Pursue and utilize increased operational and financial flexibility for the benefit of the educational, research, and public service missions of the University.

Metric: Increase operational and financial flexibility for the University and demonstrate its financial impact. This includes reductions in regulatory burdens and increases in financial reporting and transparency.

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[1] General Administration will calculate the median family income using a three-year average of U.S. Census Bureau data on the Median Household Income in North Carolina.

Definition of Economic Impact and Community Engagement

Universities have sustained impact on state and regional economies through the students they attract and teach, the research they perform, the innovation they encourage, the people they employ, the services they offer, and the partnerships they build with their communities and across the world. The University can enhance economic impact and community engagement by preparing graduates to be well-rounded citizens and lifelong learners to meet the state's long-term needs; improving quality of life; investing in foundational research; speeding the discovery, application, and translation of research; and deepening sustained partnerships that strengthen local communities and the state's economy.

Goal 1: Critical Workforces

Topical Area: The University plays a critical role in addressing the economy's need for lifelong learners by preparing students with skills applicable to growing fields and by preparing them for an economy that will require ongoing learning, adapting, and enhancement of skills and abilities.

Goal: While maintaining excellence in the delivery of a foundational liberal arts education, increase the number of high quality credentials awarded in health sciences, STEM, K-12 education, and other emerging regional workforce needs.

Metric: By 2021-22, increase the number of credentials (including, but not limited to: bachelor's, master's, doctoral degrees, and post-baccalaureate certificates) awarded in the fields of health sciences, STEM, K-12 education, and other emerging regional workforce needs by an aggregate of 25% over 2015-16 levels.

Goal 2: Research Productivity

Topical Area: Research and scholarship are integral to the University's threefold mission of teaching, research, and public service. Research-related activities are beneficial in a variety of ways, including discovering critical medical treatments, improving the quality of life for citizens of North Carolina and the world, and attracting top faculty to UNC institutions. Successful translation of research discoveries into marketable innovations, products, and services requires a strong foundation in fundamental and applied research.

Goal: Strive for continuous improvement in research and scholarship, collaboration with UNC institutions and outside entities, and effective commercialization of technologies.

Metric: By 2021-22, increase combined revenue from research and development sponsored program awards and licensing income by $275 million.

Goal 3: Community Engagement

Topical Area: North Carolina communities face a host of challenges in finance, infrastructure, disaster recovery, and other areas. UNC institutions have expertise to offer in a variety of fields. Working together, communities and the University can address issues facing their regions.

Goal: Increase investment of time and resources in strengthening North Carolina communities.

Metric: By Fall 2018, in consultation with UNC General Administration, the University's constituent institutions will each create an implementation plan (including focus area, proposed activities, metrics, and targets) to assist a North Carolina community or region in need (these include Tier 1 or 2 counties or any local education authority that qualifies for a UNC lab school).

Definition of Excellent and Diverse Institutions

The University's constituent institutions are individually distinct and mission-focused and collectively comprise an inclusive and vibrant university system, committed to excellence and the fullest development of a diversity of students, faculty, and staff.

Goal 1: Area(s) of Distinction

Topical Area: Area(s) of distinction.

Goal: Strengthen the reputation and accomplishments of the University by having each constituent institution identify mission-focused academic "area(s) of distinction" and achieve significant regional or national recognition within those area(s) by 2021-22.

Metric: By May 2017, each institution will identify area(s) of distinction (including baseline data, metrics, and targets).

Goal 2: Human Capital

Topical Area: Recruitment, retention, and development of faculty and staff.

Goal: The University will systematically focus on recruitment, retention, and development of the most talented and diverse workforce possible at all levels over the next five years.

Metric: By May 2017, UNC General Administration will create an implementation plan (including the details of proposed data collection and metrics) to systematically measure – at all levels – engagement, retention, succession planning, and investment in professional development in order to promote system-wide improvements in these areas.