



2022 - 2027 STRATEGIC PLAN REFRESH: UNC GREENSBORO

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UNC System

Agenda

- Strategic Plan background, goals, and metrics
- Performance to date
- The "Refresh"
- Potential additions and areas of focus
- Questions to consider

Higher Expectations, 2017-2022

1. Identified 5 core themes that are critical to the University's mission
2. Set measurable goals, metrics, and targets under each theme (e.g., five-year graduation rate)
3. Measured progress and encourage public accountability



Current Goals & Metrics

Goal 1: Increase Access to Success

- Increase enrollments of and completions by low-income and rural students

Goal 2: Improve the Transition from K12 to College

- Convene a working group to recommend policies and strategies to improve college readiness and transition

**MyFutureNC:
2 million by
2030**

Goal 3: All Useful Learning

- Survey students and alumni to measure the degree of engagement during academic careers and satisfaction in postgraduate life

**Gallup
Alumni
Survey**

Goal 4: Improve Timely Degree Completion while Reducing Achievement Gaps

- Increase degree efficiency
- Increase five-year graduation rate
- Reduce achievement gaps

Current Goals & Metrics

Goal 5: Affordability

- Commit to affordable tuition by limiting increases in undergraduate tuition

Six years of flat in-state tuition

Goal 6: Efficiency

- Increase operational and financial flexibility

Goal 7: Critical Workforces

- Increase credentials awarded in health sciences, STEM, K12 education

Goal 8: Research Productivity

- Increase combined revenue from R&D sponsored programs awards/licensing

Current Goals & Metrics

Goal 9: Community Engagement

- Increasing investment in strengthening NC's communities

Goal 10: Areas of Distinction

- Identify areas of distinction (including baseline data, metrics, and targets).

Goal 11: Human Capital

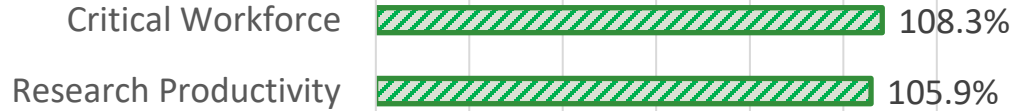
- Collect data on engagement, retention, succession planning, and investment

**Employee
Engagement
Survey**

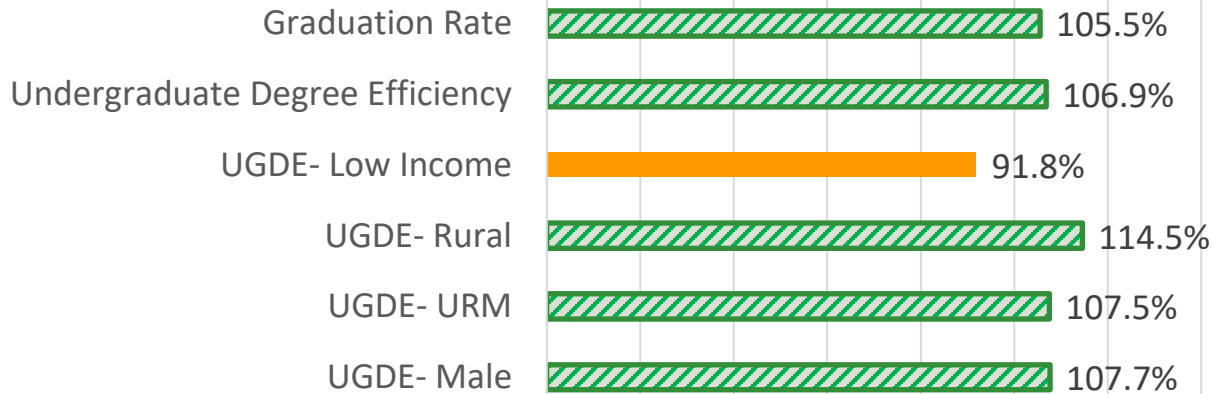
2021 Results By Theme and Metric

▲ ▼ Percent Change from Baseline Year

Economic Impact

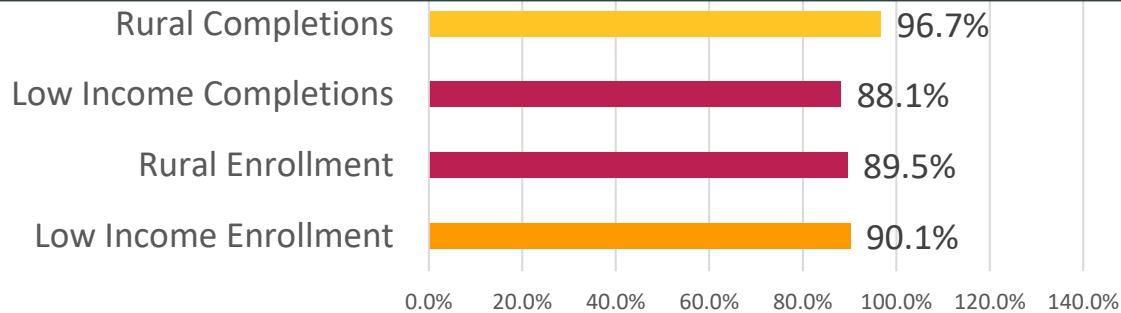


Student Success



Access*

*Aligned with national trends due to the pandemic & its impacts on students



- ▲ 29%
- ▲ 21%
- ▲ 10%
- ▲ 11%
- ▲ 7%
- ▲ 18%
- ▲ 18%
- ▲ 11%
- ▲ 12%
- ▲ 13%
- ▼ 1%
- ▼ 1%



Percentage of Annual Goal Met in 2020-21

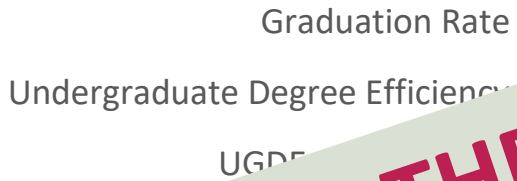
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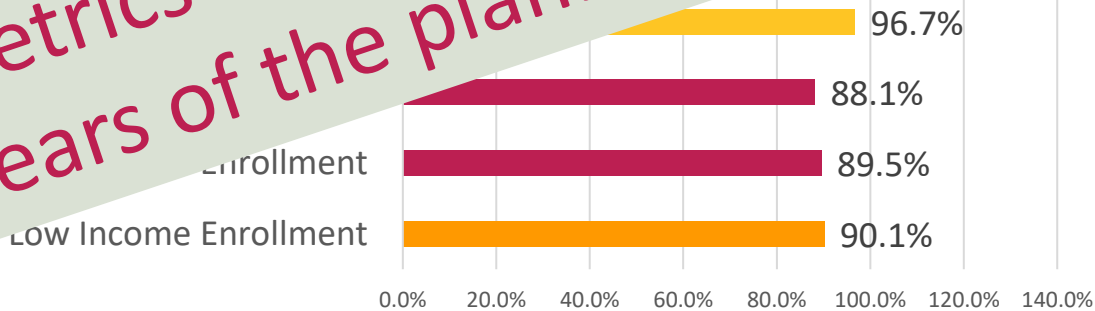


Student Success



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UNCG was THE ONLY institution to hit ALL FIVE of its priority metrics in each of the first three years of the plan.

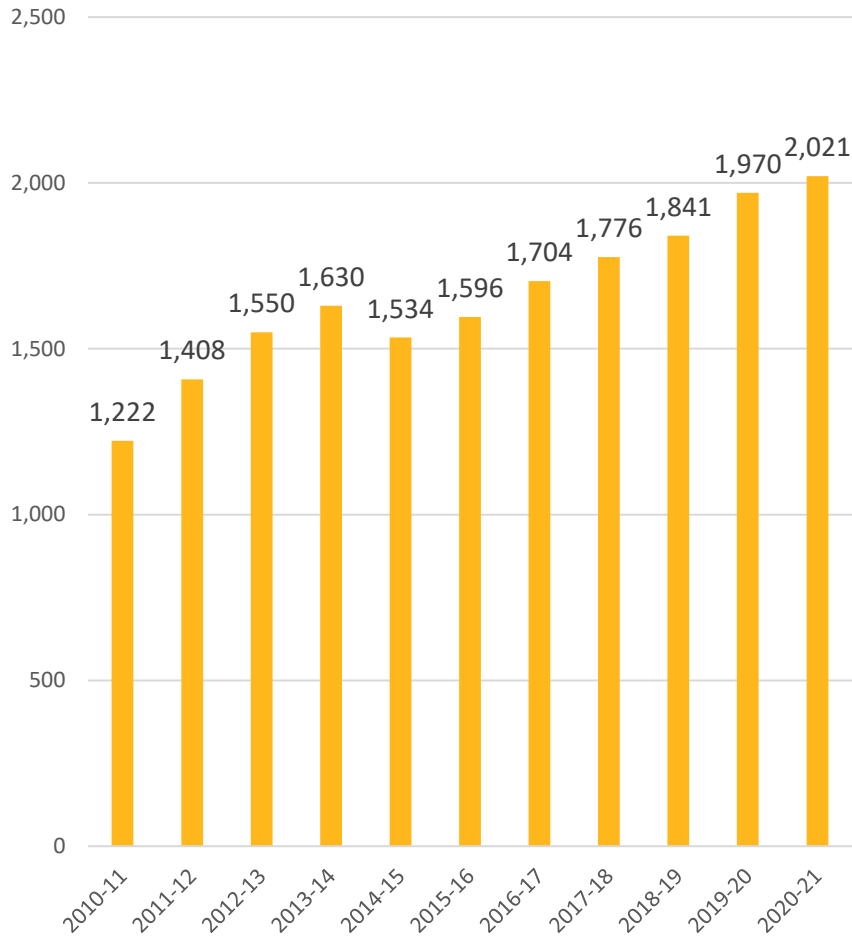
- ▲ 29%
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- ▼ 1%
- ▼ 1%

Key: ■ Less than 90% ■ 90-94% ■ 95-98% ■ 99-100% ■ 101%+

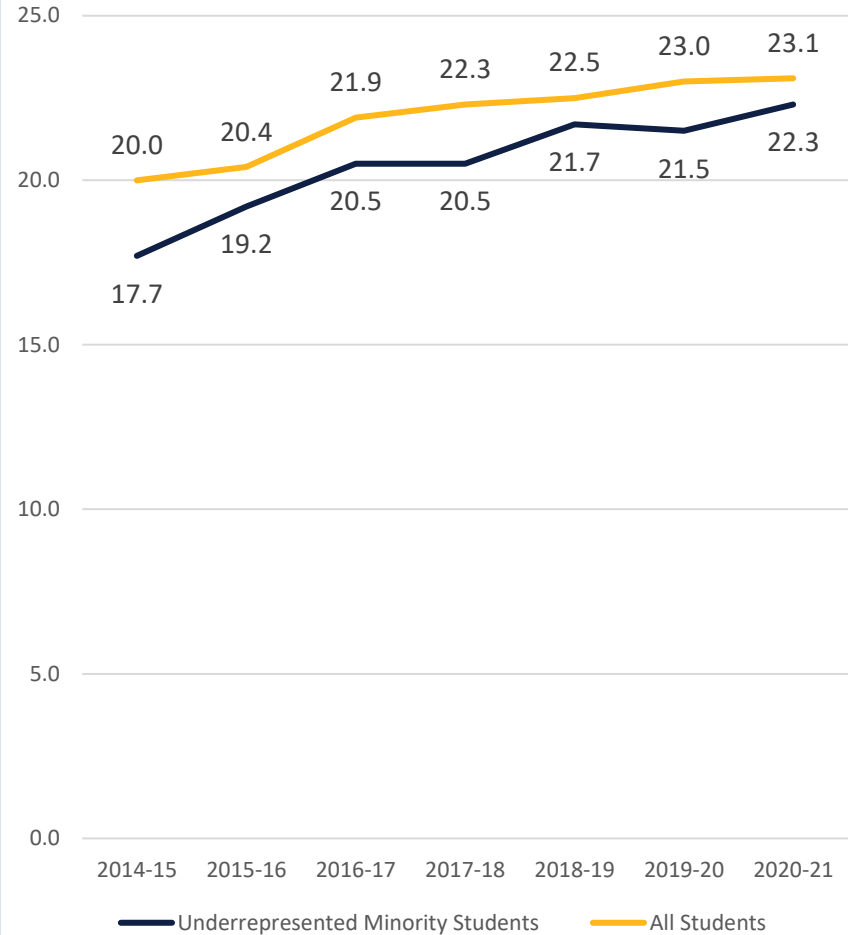
Percentage of Annual Goal Met in 2020-21

UNC Greensboro's Successes

UNCG: Low-Income Completions



UNCG: Undergraduate Degree Efficiency



Looking Ahead: A “Refresh” Rather Than a Rewrite of the Strategic Plan

Five themes remain as relevant as ever

- New priorities have emerged since plan’s inception
 - New Board of Governors priorities (as defined in the goals established for President Hans)
 - Continued emphasis on diversity and inclusion (e.g., Committee on Minority Serving Institutions and the [Racial Equity Task Force](#))
 - Newfound emphasis on adult learners (e.g., [Project Kitty Hawk](#))
 - Sustained interest in serving veterans and military-affiliated students (e.g., Committee on Public and Military Affairs)
 - Challenges related to student and staff mental health (Healthy Minds, Strong Universities)

Potential Refinements & Additional Areas of Focus

Student Access

- Access for **adult learners**
- Access for **military-affiliated students**
- Access for **low-income and first-generation** students
- Seamless pathways for **transfer students** (e.g. **Transfer Student Success Intensive**)
- Closing **equity gaps** by race/ethnicity, income, and geography

Student Success

- Increase the **four-year graduation rate**
- Increase the number of bachelor's degrees per 100 FTE (**Undergraduate Degree Efficiency**)
- Set goals for **student success after graduation** (e.g. labor market outcomes, social & economic mobility)

Potential Refinements & Additional Areas of Focus

Affordability & Efficiency

- Reducing **student debt** at graduation
- Increasing university **productivity** (education & related expenses per degree)

Economic Impact & Community Engagement

- Increase the number of graduates in **critical workforce fields**
- Increase **research productivity**
- Develop more **military partnerships**

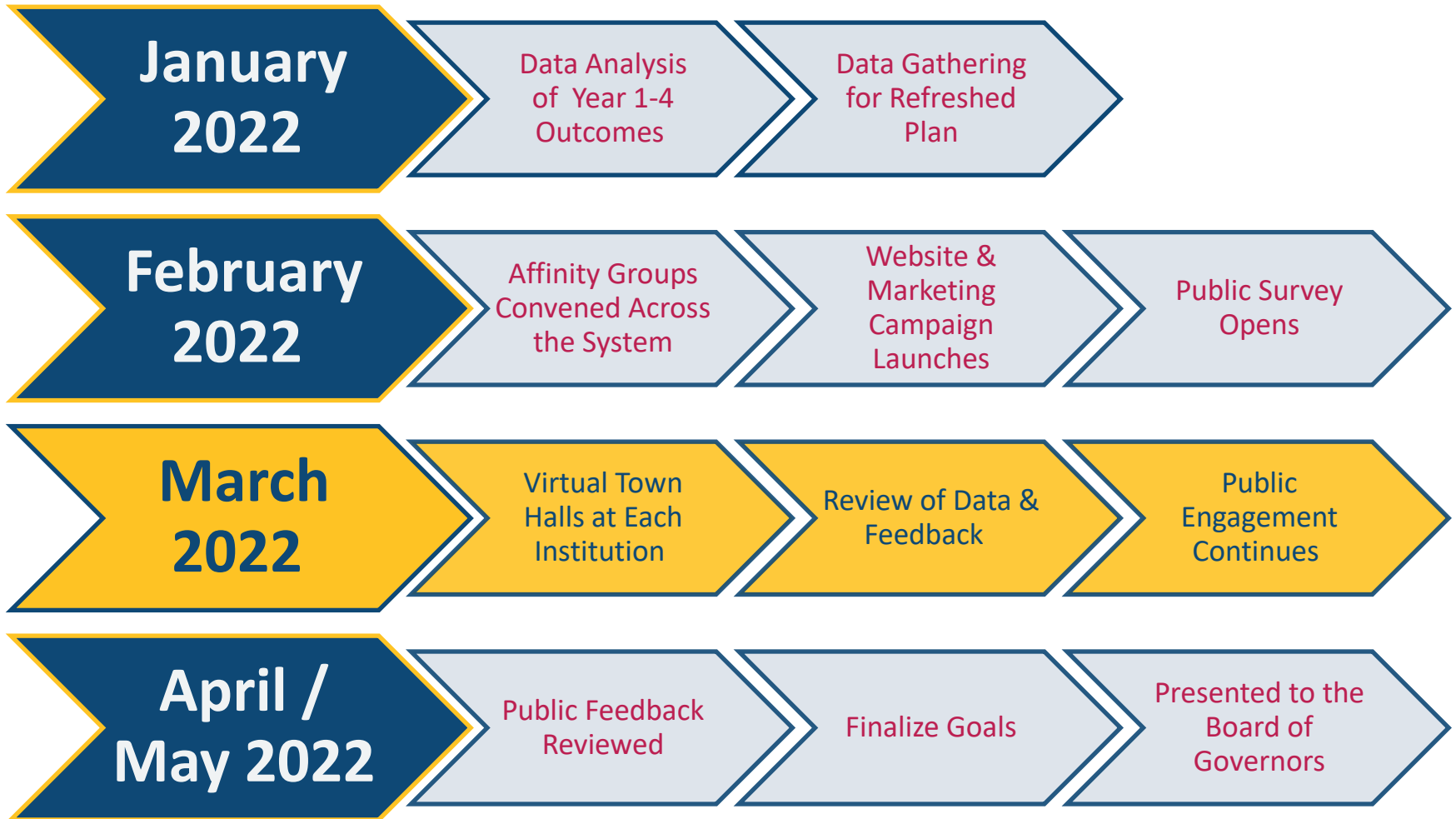
Excellent & Diverse Institutions

- Improvements in **employee experience**
- Faculty & staff **mental health**
- **Mission-focused** performance metrics
- Measures of **diversity & inclusion** (recruitment, retention, and engagement)

General Feedback Questions

1. What priorities under each of the five themes are most critical to your institution?
2. What (if anything) should we revisit from the current plan?
3. Which areas of focus should the refreshed plan include?

Timeline



Strategic Plan Refresh Survey



QUESTIONS?

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