BOARD OF TRUSTEES
THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO

April 16, 2009

ACTION ITEM: Request Endorsement of the Proposed UNCG Plan 2009-2014 to the Full Board

BACKGROUND INFORMATION:

The UNCG Plan 2009-2014 was developed during 2008-2009 by a committee including more than 70 faculty, staff members, students, alumni, and members of the community. The Chancellor charged the Committee to develop a strategic, transformative, dynamic, value-driven, and outcome-based plan. The Plan will therefore guide the strategic allocation and procurement of resources, possibly change in response to prevailing circumstances as it is revisited each year, ensure the University’s values are infused throughout all we do, and exert an impact on the lives of the students and communities we serve.

During this summer and fall, a basic risk assessment will be conducted, target activity goals will be assigned to units and divisions, teams of faculty and staff from multiple units and divisions will develop implementation plans and cost projections for each target activity goal, academic unit and divisional plans will be developed, and Deans Council and Executive Staff will prioritize target activity goals and allocate resources. Each summer, Deans Council and Executive Staff will prioritize target activity goals and allocate resources. The Chancellor will announce changes to the Plan and priorities at opening State of the Campus Address

RECOMMENDED ACTION:

That the Board of Trustees of The University of North Carolina at Greensboro endorse the proposed UNCG Plan 2009-2014.

David H. Perrin
Provost and Vice Chancellor for Academic Affairs

Attachment
The University of North Carolina at Greensboro (UNCG) Plan 2009-2014

Preamble
Since its inception in 1891 as the State Normal and Industrial College, the University evolved first into a liberal arts college for women and more recently into a university with high research activity, as recognized by the Carnegie Commission in 2006. It has broadened its scope to offer doctoral and masters programs, as well as professional preparation at all levels, while retaining its strengths in general education, emphasis on a vibrant student experience, and commitment to the highest ethical principles. Throughout its evolution, the University has retained its foundational commitment to scholarship, expressed in the traditional areas of teaching, research and creative activity, and service. UNCG’s academic efforts in these traditional areas also continue to respond to changing times and the challenges they present. Research was a primary focus of the UNCG Plans 1998-2003 and 2003-2008. This plan reflects the next stage in the University’s development, embracing and building on the successful implementation of the previous two plans, while reaffirming the University’s foundation, clarifying its values, and identifying strategic areas in which it is positioned to expand.

This plan was developed during 2008-2009 by a committee including more than 70 faculty, staff, students, alumni, and members of the community. This committee was charged to develop a strategic, transformative, dynamic, value-driven, and outcome-based plan. The following plan will therefore guide the strategic allocation and procurement of resources, respond to prevailing circumstances as it is revisited each year, ensure the University’s values are infused throughout all it does, and exert an impact on the lives of the students and communities it serves.

Vision Statement [Approved by Chancellor Brady, December 15, 2008]
The University of North Carolina at Greensboro will redefine the public research university for the 21st century as an inclusive, collaborative, and responsive institution making a difference in the lives of students and the communities it serves.

Mission Statement [Approved by Chancellor Brady, December 15, 2008]
The University of North Carolina at Greensboro is . . .

A learner-centered, accessible, and inclusive community fostering intellectual inquiry to prepare students for meaningful lives and engaged citizenship;

A research university where collaborative scholarship and creative activity enhance quality of life across the lifespan;

A source of innovation and leadership meeting social, economic, and environmental challenges in the Piedmont Triad, North Carolina, and beyond; and
A global university integrating intercultural and international experiences and perspectives into learning, discovery, and service.

The University of North Carolina at Greensboro, a community including students, faculty, staff, and alumni, will demonstrate its commitment to . . .

Inclusiveness-- A welcoming and inclusive academic community, based on open dialogue and shared governance, offers a culture of caring with visible, meaningful representation of differences;

Collaboration--Interdisciplinary, intercommunity, inter-institutional and international collaboration is reflected and rewarded in teaching, research, creative activity, community engagement, and infrastructure;

Sustainability-- Academics, operations, and outreach are conducted with careful attention to the enduring interconnectedness of social equity, the environment, economy, and aesthetics;

Responsibility-- A public institution, the University responds to community needs and serves the public in a systematic fashion through the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity; and

Transparency--Goals, processes, decisions and outcomes are accessible and measurable, resulting in enhanced performance, trust, and accountability.

By 2014, The University of North Carolina at Greensboro will demonstrate increased excellence in research, creative activity, and student learning by undertaking initiatives to foster . . .

Access to Education and Student Success - by providing complementary systems of aid and outreach, vibrant, inclusive, sustainable learning environments, and caring, personalized and comprehensive support to students, thereby creating access to education and opportunities for success for all persons, particularly citizens of North Carolina from underserved regions and from underrepresented populations;

- By 2010, UNCG will expand and enhance its programs and services for student populations at risk of not performing at potential.
- By 2012, UNCG will offer accelerated degree-completion options and related services to address the economic and academic needs of students.
- By 2012, UNCG will meet the success goals established with UNC General Administration: retention rates will increase from 75.6% in 2008 to 80%, four-year graduation rates will increase to 34%, and six-year graduation rates will increase to 60%.
- Students will select UNCG as their first choice in part because of its reputation as a caring, inclusive, sustainable, eco-friendly learning environment.
- UNCG will develop programs that enhance leadership and professional expertise in response to the changing expectations for Birth-12 education professionals.
UNCG will provide accessible online degree programs in the college and each of the academic schools as appropriate, and the institution will expand services as needed for online students to promote their success.

UNCG will increase graduate enrollment.

Health and Wellness across the Life Cycle - by enhancing and extending health, wellness, and quality of life for children, adults, families, and communities, through scientific inquiry and application, workforce development, reduction of disparities, sustainability efforts, and recreational opportunities;

- UNCG will enhance health sciences and translational research by establishing a School of Pharmacy to provide innovative, exemplary professional and doctoral level education in collaboration with university, regional, and national health research and delivery systems.
- UNCG will address the professional nursing shortage by establishing an accelerated baccalaureate nursing program and increasing accessibility to other undergraduate and graduate nursing programs.
- UNCG, tapping many of its core strengths, will establish an interdisciplinary research Institute for Child, Family, and Aging Studies to provide interdisciplinary leadership, innovation, and coordination for nationally-recognized scientific inquiry and applications addressing physical, mental, and environmental health issues and quality of life across the life span.
- Consistent with UNCG’s history of recognizing the inextricable linkage of intellectual, physical, and mental wellbeing, UNCG will be a leader in the UNC system in enhancing the health and wellness of students and employees.
- UNCG will target health, wellness and safety of the campus community by developing and implementing additional sustainability practices in buildings, outdoor environments, dining services, transportation and campus access, campus maintenance and renewal, energy and climate, and academics and culture.

Education and Leadership Development - by offering transformational undergraduate, professional, and graduate education in which students participate in high impact experiences that develop integrative thinking and prepare collaborative, adaptable graduates with a broad spectrum of transferable skills for life, civic participation, and work in a global society;

- The University will develop opportunities for graduate student participation in interdisciplinary, collaborative scholarly and creative activity.
- The University will expand opportunities for graduate students to create new knowledge within their academic disciplines.
- The University will implement first-year learning communities for all first time UNCG undergraduate students to encourage integration of learning across courses.
- All undergraduate students will complete a capstone experience (e.g., course, internship, team project, study abroad, leadership challenge) that integrates the knowledge, results, and tools from the major discipline with the foundation established through the general education program.
- Critical thinking, communication, and information literacy will be infused throughout the undergraduate curriculum.
• The University will increase participation in initiatives that create meaningful connections between student learning in the classroom and outside of it.

Economic, Cultural, and Community Engagement—By supporting a faculty with outstanding accomplishments in research, scholarship, and creative activity and working collaboratively with diverse communities, UNCG will be a catalyst for economic transformation, cultural expression and community development to benefit the residents of the Piedmont region, the state, and beyond; and
• UNCG will strengthen the economy of the Piedmont Triad and North Carolina by engaging its educational infrastructure in the development of innovations to create high-skilled jobs, green jobs, and new companies prepared to meet economic, environmental, and social challenges within the emerging knowledge-based economy.
• UNCG will develop new approaches to 21st century concerns and issues by facilitating the key role of creativity and the arts in developing workforce skills and in forging open and substantive relationships across cultures and disciplines through both campus and community activities.
• UNCG will promote an inclusive culture of engaged scholarship, civic responsibility, and community service.
• UNCG will offer programs to support basic and applied research whose impact will include enhancement of and contribution to the Triad economy.
• UNCG will increase the visibility, availability, and competitiveness of its Division I athletics.
• UNCG will create a Sustainability Council.

Internationalization - by being a university where students, faculty, and community integrate teaching, research, and service into a global context characterized by international and intercultural experiences and perspectives.
• UNCG will enhance its current international partnerships and develop sustainable global collaborative networks in learning and research with relevant institutions and organizations abroad.
• UNCG will promote international investigation of global implications of environmental change that affect shared economic and social systems.
• All qualified UNCG faculty, staff, and students will have access to an international experience.
• UNCG faculty, staff, and students will have the requisite attitudes and knowledge to interact appropriately and effectively in a culturally diverse global context.

\(^1\) An enterprise-wide risk assessment of the goals included in this plan has not yet been conducted.