BOARD OF TRUSTEES
THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO

August 29, 2013

INFORMATION ITEM: Update on the UNCG Strategic Plan 2009-14

BACKGROUND INFORMATION:

In 2008, Chancellor Linda P. Brady appointed approximately 70 faculty, staff, students, alumni, and community members to the Strategic Planning Committee (SPC). Chancellor Brady charged the SPC to develop “a value-driven, outcome-based, transformational plan.” Drawing on a document developed by the Planning Preparation Committee (A Bridge between UNCG Today and UNCG Tomorrow), the SPC developed the UNCG Strategic Plan 2009-2014. Over the past four years, Implementation Teams comprised of over 200 faculty, staff, and administrators from multiple units and divisions built on that work, presenting plans for the implementation of most of the 29 strategic goals. Metrics to track success in reaching these goals have been identified, and this evidence suggests the Plan has been inclusive and transformational, and has helped guide UNCG’s strategic investment of diminishing resources since 2009. The concise version of the Plan is provided and the complete UNCG Strategic Plan 2009-2014 can be found at http://unCGTomorrow.uncg.edu.

David H. Perrin
Provost and Executive Vice Chancellor
Preamble

Since its inception in 1891 as the State Normal and Industrial School, 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 master’s 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 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 builds 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 procurement and allocation 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 students and the communities it serves.

Vision and Mission Statement

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.

UNCG is:

- A learner-centered, accessible, and inclusive community fostering intellectual inquiry to prepare students for meaningful lives and engaged citizenship;
- An institution offering classes on campus, off campus, and online for degree-seeking students and life-long learners;
- A research university where collaborative scholarship and creative activity enhance quality of life across the life span;
- 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.

January 15, 2013
4. Support faculty as they work collaboratively with diverse communities to promote economic transformation, cultural expression, and community development to benefit the residents of the Piedmont region, the state, and beyond. (Economic, Cultural, and Community Engagement)

4.1 Strengthen the economy of the Piedmont Triad and North Carolina by engaging UNCG’s 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. (Jobs)

4.2 Promote artistic innovation and collaboration across disciplines, enhancing the development of artistic and cultural communities as well as the regional economy. (Artistic Innovation)

4.3 Promote an inclusive culture of engaged scholarship, civic responsibility, and community service. (Engaged Scholarship)

4.4 Support basic and applied research to enhance the Triad economy. (Basic and Applied Research)

4.5 Increase the visibility, availability, and competitiveness of the Division I athletics program. (Athletics)

4.6 Create a sustainability council. (Sustainability Council)

5. Integrate international and intercultural experiences and perspectives into teaching, research and creative activity, and service. (Internationalization)

5.1 Enhance international partnerships and develop sustainable global collaborative networks in learning and research with relevant institutions and organizations abroad. (International Partnerships)

5.2 Promote international investigation of global implications of environmental change that affect shared economic and social systems. (Environmental Change)

5.3 Provide access to an international experience for qualified students, faculty, and staff. (International Experience)

5.4 Ensure that faculty, staff, and students have the requisite attitudes and knowledge to interact appropriately and effectively in a culturally diverse global context. (Cultural Diversity)

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The UNCG Strategic Plan 2009-2014 was approved by Chancellor Linda P. Brady on May 1, 2009. It was endorsed by the Faculty Senate (April 1), Staff Senate (April 9), Executive Staff (April 13), Deans Council (April 15), Board of Trustees (April 16), Alumni Association Board (May 1), and Student Government Association (May 4). Changes to this plan were approved in 2012 by the Deans Council (May 24), Executive Staff (July 18), Student Government Association (October 2), Faculty Senate (November 7), and Staff Senate (November 8).

The goals to receive focus during the 2012-13 academic year are italicized and bolded. The goals that will not be activated during this planning cycle are shown in gray font. These goals include Strategic Goal 2.2 (Nursing Shortage), which was eliminated from this plan as part of the 2012 revision process. An enterprise-wide risk assessment has only been conducted for those goals for which implementation plans have been completed (i.e., those shown in regular black font).

Chancellor Linda P. Brady approved the Vision and Mission Statement on December 15, 2008. It was approved by the UNC Board of Governors on November 13, 2009. Revisions to the Vision and Mission Statement were approved in 2012 by Deans Council (October 3), Executive Staff (October 3), Student Government Association (October 1), Faculty Senate (October 3), Staff Senate (October 4), Board of Trustees (October 4), Chancellor Linda P. Brady (October 4), and the Board of Governors (October 11).