

**THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO (UNCG)
STRATEGIC PLAN 2009-2014^{i ii}**

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 Statementⁱⁱⁱ

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.

Values

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

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, the 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.

Transparency – Open decision-making, clear goals, and measurable outcomes enhance performance, trust, and accountability.

Strategic Areas

By 2014, to demonstrate increased excellence in research and creative activity, student learning, and service UNCG will:

- 1. Provide 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. (Access to Education and Student Success)**
 - 1.1. Expand and enhance programs and services for student populations at risk of not performing at potential. (At Risk Students)
 - 1.2. Offer accelerated degree-completion options and related services to address the economic and academic needs of students. (Accelerated Degree Completion)
 - 1.3. Meet the goals established with UNC General Administration for retention rates. (GA Retention Rates)
 - 1.4. Make UNCG the first choice of more students, in part because of its reputation as a caring, inclusive, sustainable, eco-friendly learning environment. (UNCG as First Choice)
 - 1.5. Attract increasing numbers of highly qualified students of all backgrounds and socioeconomic statuses. (Highly Qualified Students)
 - 1.6. Develop programs to enhance leadership and professional expertise in response to the changing expectations for birth-12 education professionals. (Birth-12 Education Professionals)

- 1.7. Provide accessible online degree programs in the College of Arts and Sciences and each of the professional schools as appropriate, and expand services as needed for online students to promote their success. (Online Degree Programs)
- 1.8. Increase graduate enrollment. (Graduate Enrollment)

- 2. Improve 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. (Health and Wellness across the Life Span)**
 - 2.1 Enhance health sciences and translational research. (Health Sciences and Translational Research)
 - 2.2 Establish an accelerated baccalaureate nursing program and increase access to other undergraduate and graduate nursing programs to address the professional nursing shortage. (Nursing Shortage)
 - 2.3 Create interdisciplinary initiatives that focus on the quality of life for individuals across the life span. (Quality of Life)^{iv}
 - 2.4 Lead the UNC system in enhancing the health and wellness of students and employees. (Health and Wellness)
 - 2.5 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. (Sustainability Practices)

- 3. Offer transformational undergraduate 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. (Education and Leadership Development)**
 - 3.1 Develop opportunities for graduate student participation in interdisciplinary, collaborative scholarly and creative activity. (Graduate Student Opportunities)^{iv}
 - 3.2 Expand opportunities for graduate students to create new knowledge within their academic disciplines. (Graduate Student Research)
 - 3.3 Implement first-year learning communities for all first-time UNCG undergraduate students to encourage integration of learning across courses. (Learning Communities)
 - 3.4 *Require all undergraduate students to 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. (Capstone Experiences)***
 - 3.5 Infuse critical thinking, communication, and information literacy throughout the undergraduate curriculum. (21st Century Skills)
 - 3.6 Increase participation in initiatives that create meaningful connections between student learning in the classroom and outside of it. (Co-Curriculum)

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)^{iv}
- 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)***

ⁱ 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).

ⁱⁱ 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 replaced with an initiative under Strategic Goal 2.4 (Health and Wellness) to develop and implement a Doctor of Nursing Practice program to address community needs for advanced practice nurses. 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).

ⁱⁱⁱ 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 1), Student Government Association (October 2), 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).

^{iv} Implementation plans for these goals have been developed but due to financial constraints will not be initiated at this time.