

PERFORMANCE AGREEMENTS

Objective: To identify the contributions that each individual UNC institution will aspire to make to the UNC Strategic Plan, and to record those commitments in an agreement between the President and each Chancellor that will be evaluated annually.

Framework:

The Strategic Plan contains nine measurable metrics under the themes of access, student success, and economic impact:

1. Low-income undergraduate enrollments
2. Rural undergraduate enrollments
3. Completions by low-income undergraduates
4. Completions by rural undergraduates
5. Five-year graduation rates
6. Undergraduate degrees per 100 full-time equivalent students (undergraduate degree efficiency)
7. Achievement gaps in undergraduate degree efficiency
8. Critical workforce credentials produced (undergraduate and graduate credentials in education, STEM, and health sciences)
9. Research productivity (sponsored program awards and licensing income)

The development of these Performance Agreements was a customized, iterative process between institutional leaders and System-level staff, and the final products reflect and build on institutional plans and priorities.

In keeping with the value our system places on mission differentiation, we developed a three-tiered system that enabled institutional leaders to identify the key priorities at their institution. Institutional leaders were asked to divide the nine system-level metrics into the following three categories:

- *Prioritize:* 5 metrics
- *Improve:* 3 metrics
- *Sustain:* 1 metric

The *Prioritize* category corresponds to the subset of metrics that are central to institutional success and existing improvement efforts. Improvement on those metrics will be primary factors in annual reviews of progress. Institutional leaders, in consultation with faculty, staff, and System office personnel, identified the *Prioritize* category first.

Institutions then identified one metric for the *Sustain* category, on which they will be expected to maintain their level of performance. The remaining three metrics (*Improve*) are considered secondary priorities that an institution will work to enhance.

To generate proposed targets on each metric, System-level staff used existing strategic plans, Undergraduate Degree Completion Improvement Plans, enrollment projections, and historical data. In this way, proposed contributions were customized to reflect institution-level plans and goals. Institutional leaders then had an opportunity to respond to those proposed contributions and suggest revisions. These negotiations resulted in 16 signed Performance Agreements.

Progress will be evaluated annually, and an institution's overall contribution for each metric has been broken into interim benchmarks. Those interim benchmarks are "phased in" to reflect the expectation that improvement initiatives may take time to take root and drive improvement on these metrics. In addition, the System will report annually on a set of measures that are early indicators of student success and degree completion, such as retention rates; the number of students earning 30, 60 and 90 credit hours; and enrollments in education, STEM, and health sciences programs.

In addition to identifying priorities, the performance framework also acknowledges cases in which institutions have taken on ambitious goals that exceed expectations. These "stretch goals" are marked with an asterisk.

For more information, see the Strategic Planning [website](#).

Process:

January 2017	Board of Governors approved UNC Strategic Plan
February – March 2017	UNC System office staff developed performance framework
April – June 2017	UNC System office staff visits each institution to discuss priorities and proposed contributions
June 2017 – August 2017	UNC System office staff and institutional leaders finalize institutional contributions
September – October 2017	President Spellings and Chancellors sign performance agreements

Next Steps

- In consultation with a panel of institutional representatives, System office staff are in the process of developing interactive dashboards to monitor system and institution-level progress.
- General Administration will also award up to \$2 million of the President's Strategic Initiative Reserve on a competitive basis to institutions that have taken on "stretch goals" on student success. The Request for Proposals calls on institutions to propose projects that will supplement the strategies identified in their Undergraduate Degree Completion Improvement Plans. Expert reviewers will evaluate institutional proposals.

HIGHER EXPECTATIONS

UNC SYSTEM PERFORMANCE AGREEMENT

In January 2017, the Board of Governors of the University of North Carolina unanimously approved *Higher Expectations*, a five-year Strategic Plan for the UNC System. The Plan calls on the UNC System to achieve ambitious goals in access, student success, affordability and efficiency, economic impact and community engagement, and institutional excellence and diversity.

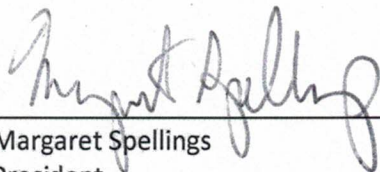
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor Sheri N. Everts have established this agreement to identify the contributions that Appalachian State University aspires to make to the UNC Strategic Plan over the next five years.

Recognizing that the UNC System's greatest strength lies in the distinct missions of its universities, the performance framework provides leaders with an opportunity to identify System-level commitments that align with institution-level priorities. Appalachian State, in consultation with the UNC System office, has categorized the nine System-level metrics into three tiers:

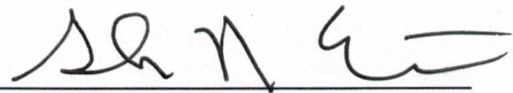
1. The **Prioritize** category identifies the five metrics that are top priorities for Appalachian State over the next five years; these metrics are central to institutional success and existing improvement efforts.
2. The **Improve** category contains three metrics that are secondary priorities that an institution will work to enhance.
3. The **Sustain** category contains one metric on which an institution will work to maintain its level of performance.

In addition to identifying priorities, this performance framework acknowledges cases in which institutions have taken on ambitious goals that exceed expectations. Appalachian State's *stretch goals* are marked with an asterisk.

Appalachian State University's sizable contributions to the UNC Strategic Plan—especially its three *stretch goals*—will amplify the UNC System's role as the "mighty engine" of North Carolina, creating a better future for the state's communities, families, and economy.



Margaret Spellings
President
University of North Carolina



Sheri N. Everts
Chancellor
Appalachian State University



Appalachian State University:
Five-year Goals and Associated Interim Benchmarks

Prioritize

1. **Rural enrollments:** By fall 2021, ASU will enroll 5,715 rural students, a 7.3% increase over 2016 levels (387 additional rural students over a base of 5,328).

Interim benchmarks¹:

Base (2016)	Fall 2018	Fall 2019	Fall 2020	Fall 2021
5,328	5,405	5,502	5,607	5,715

2. **Low-income completions:** By 2021-22, ASU will produce 1,600 low-income graduates, an increase of 24.2% (312 additional low-income completions over a base of 1,288).

Interim Benchmarks²:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
1,288	1,335	1,397	1,460	1,530	1,600

3. **Rural completions:** By 2021-22, ASU will produce 1,593 rural graduates, an increase of 16.2% (222 additional rural completions over a base of 1,371).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
1,371	1,404	1,449	1,493	1,543	1,593

4. **Achievement gaps in undergraduate degree efficiency:** By 2021-22, ASU will reduce by 50% the achievement gap in undergraduate degree efficiency among low-income students.

Interim Benchmarks:

Low-Income Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
19.6	20.0	20.5	21.0	21.5	22.1

5. **Critical workforces:** By 2021-22, ASU will produce 2,257 critical workforce credentials, an increase of 29.6% (516 additional critical workforce credentials over a base of 1,741).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
1,741	1,818	1,922	2,025	2,141	2,257

¹ Interim benchmarks for rural enrollments are phased in according to the following schedule: Year 1: base + 20% of total improvement; Year 2: base + 45%; Year 3: base + 72%; Year 4: base + 100%.

² Since improvement efforts may take time to produce results, interim benchmarks (except in the case of rural enrollments) are phased in according to the following schedule: Year 1: base + 15% of total improvement; Year 2: base + 35%; Year 3, base + 55%; Year 4: base + 77.5%; Year 5: base + 100%.

Improve

1. **Low-income enrollments:** By fall 2021, ASU will enroll 4,911 low-income students, a 9.3% increase over 2015 levels (419 additional low-income students over a base of 4,492).

Interim benchmarks:

Base (2015)	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
4,492	4,555	4,639	4,722	4,817	4,911

2. **Undergraduate degree efficiency:** By 2021-22, ASU will improve its undergraduate degree efficiency to 24.2 over a base of 23.3.

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
23.3	23.4	23.6	23.8	24.0	24.2

3. **Research productivity:** By 2021-22, ASU will receive \$18,279,664 in research and development sponsored program awards and licensing income, an increase of 15.8% (\$2,500,000 additional over a base of \$15,779,664).*

Interim Benchmarks:

Base (FY16)	FY18	FY19	FY20	FY21	FY22
\$15,779,664	\$16,154,664	\$16,654,664	\$17,154,664	\$17,717,164	\$18,279,664

Sustain

1. **Five-year graduation rates:** By 2022, ASU will improve its five-year graduation rate from any accredited institution to 77.0%. This is an improvement over a base of 74.6% for ASU's 2010 cohort.³

³ Baseline data reflect the five-year graduation rate for the 2010 cohort as of July 1, 2017.

HIGHER EXPECTATIONS

UNC SYSTEM PERFORMANCE AGREEMENT

In January 2017, the Board of Governors of the University of North Carolina unanimously approved *Higher Expectations*, a five-year Strategic Plan for the UNC System. The Plan calls on the UNC System to achieve ambitious goals in access, student success, affordability and efficiency, economic impact and community engagement, and institutional excellence and diversity.

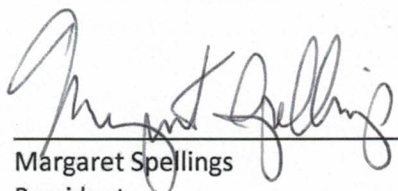
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor Cecil P. Staton have established this agreement to identify the contributions that East Carolina University aspires to make to the UNC Strategic Plan over the next five years.

Recognizing that the UNC System's greatest strength lies in the distinct missions of its universities, the performance framework provides leaders with an opportunity to identify System-level commitments that align with institution-level priorities. ECU, in consultation with the UNC System office, has categorized the nine System-level metrics into three tiers:

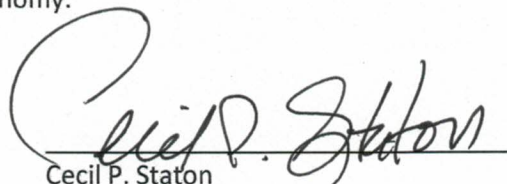
1. The **Prioritize** category identifies the five metrics that are top priorities for ECU over the next five years; these metrics are central to institutional success and existing improvement efforts.
2. The **Improve** category contains three metrics that are secondary priorities that an institution will work to enhance.
3. The **Sustain** category contains one metric on which an institution will work to maintain its level of performance.

In addition to identifying priorities, this performance framework acknowledges cases in which institutions have taken on ambitious goals that exceed expectations. ECU's *stretch goals* are marked with an asterisk.

East Carolina University's sizable contributions to the UNC Strategic Plan—especially its three *stretch goals*—will amplify the UNC System's role as the “mighty engine” of North Carolina, creating a better future for the state's communities, families, and economy.



Margaret Spellings
President
University of North Carolina



Cecil P. Staton
Chancellor
East Carolina University



East Carolina University:
Five-year Goals and Associated Interim Benchmarks

Prioritize

1. **Low-income enrollments:** By fall 2021, ECU will enroll 8,070 low-income students, an 11.7% increase over 2015 levels (843 additional low-income students over a base of 7,227).

Interim benchmarks¹:

Base (2015)	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
7,227	7,353	7,522	7,691	7,880	8,070

2. **Rural enrollments:** By fall 2021, ECU will enroll 10,915 rural students, an 8.8% increase over 2016 levels (883 additional rural students over a base of 10,032).

Interim benchmarks²:

Base (2016)	Fall 2018	Fall 2019	Fall 2020	Fall 2021
10,032	10,209	10,429	10,668	10,915

3. **Low-income completions:** By 2021-22, ECU will produce 2,198 low-income graduates, an increase of 23.2% (414 additional low-income completions over a base of 1,784).

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
1,784	1,846	1,929	2,012	2,105	2,198

4. **Five-year graduation rates:** By 2022, ECU will improve its five-year graduation rate from any accredited institution to 70%. This is an improvement over a base of 61.3% for ECU's 2010 cohort.^{3*}

Interim Benchmarks:

Base (2010 cohort)	2013	2014	2015	2016	2017
61.3%	62.6%	64.3%	66.1%	68.0%	70.0%

5. **Research productivity:** By 2021-22, ECU will receive \$60,000,000 in research and development sponsored program awards and licensing income, an increase of 37.1% (\$16,230,933 additional over a base of \$43,769,067).*

Interim Benchmarks:

Base (FY16)	FY18	FY19	FY20	FY21	FY22
\$43,769,067	\$46,203,707	\$49,449,893	\$52,696,080	\$56,348,040	\$60,000,000

¹ Since improvement efforts may take time to produce results, interim benchmarks (except in the case of rural enrollments) are phased in according to the following schedule: Year 1: base + 15% of total improvement; Year 2: base + 35%; Year 3, base + 55%; Year 4: base + 77.5%; Year 5: base + 100%.

² Interim benchmarks for rural enrollments are phased in according to the following schedule: Year 1: base + 20% of total improvement; Year 2: base + 45%; Year 3: base + 72%; Year 4: base + 100%.

³ Baseline data reflect the five-year graduation rate for the 2010 cohort as of July 1, 2017.

Improve

1. **Rural completions:** By 2021-22, ECU will produce 2,601 rural graduates, an increase of 17.7% (391 additional rural completions over a base of 2,210).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
2,210	2,269	2,347	2,425	2,513	2,601

2. **Critical workforces:** By 2021-22, ECU will produce 3,517 critical workforce credentials, an increase of 12.3% (386 additional critical workforce credentials over a base of 3,131).

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
3,131	3,189	3,266	3,343	3,430	3,517

3. **Achievement gaps in undergraduate degree efficiency:** By 2021-22, ECU will reduce by 50% the achieve gap in undergraduate degree efficiency among male students.

Interim Benchmarks:

Male Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
19.6	19.7	19.9	20.1	20.3	20.5

Sustain

1. **Undergraduate degree efficiency:** By 2021-22, ECU will improve its undergraduate degree efficiency to 22.5 over a base of 20.7.

HIGHER EXPECTATIONS

UNC SYSTEM PERFORMANCE AGREEMENT

In January 2017, the Board of Governors of the University of North Carolina unanimously approved *Higher Expectations*, a five-year Strategic Plan for the UNC System. The Plan calls on the UNC System to achieve ambitious goals in access, student success, affordability and efficiency, economic impact and community engagement, and institutional excellence and diversity.

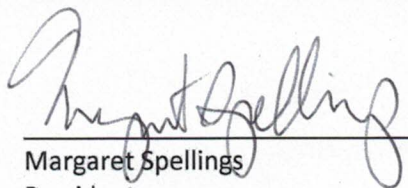
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor Thomas E. H. Conway, Jr. have established this agreement to identify the contributions that Elizabeth City State University aspires to make to the UNC Strategic Plan over the next five years.

Recognizing that the UNC System's greatest strength lies in the distinct missions of its universities, the performance framework provides leaders with an opportunity to identify System-level commitments that align with institution-level priorities. ECSU, in consultation with the UNC System office, has categorized the nine System-level metrics into three tiers:

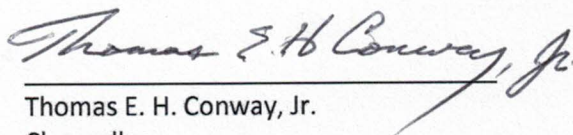
1. The **Prioritize** category identifies the five metrics that are top priorities for ECSU over the next five years; these metrics are central to institutional success and existing improvement efforts.
2. The **Improve** category contains three metrics that are secondary priorities that an institution will work to enhance.
3. The **Sustain** category contains one metric on which an institution will work to maintain its level of performance.

In addition to identifying priorities, this performance framework acknowledges cases in which institutions have taken on ambitious goals that exceed expectations. ECSU's *stretch goals* are marked with an asterisk.

Elizabeth City State University's sizable contributions to the UNC Strategic Plan—especially its six *stretch goals*—will amplify the UNC System's role as the "mighty engine" of North Carolina, creating a better future for the state's communities, families, and economy.



Margaret Spellings
President
University of North Carolina



Thomas E. H. Conway, Jr.
Chancellor
Elizabeth City State University



Elizabeth City State University:
Five-year Goals and Associated Interim Benchmarks

Prioritize

1. **Low-income enrollments:** By fall 2021, ECSU will enroll 1,841 low-income students, a 79.3% increase over 2015 levels (814 additional low-income students over a base of 1,027).*

Interim benchmarks¹:

Base (2015)	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
1,027	1,149	1,312	1,475	1,658	1,841

2. **Rural enrollments:** By fall 2021, ECSU will enroll 1,508 rural graduates, a 63.2% increase over 2016 levels (584 additional rural students over a base of 924).*

Interim benchmarks²:

Base (2016)	Fall 2018	Fall 2019	Fall 2020	Fall 2021
924	1,041	1,187	1,344	1,508

3. **Low-income completions:** By 2021-22, ECSU will produce 399 low-income graduates, an increase of 67.6% (161 additional low-income completions over a base of 238).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
238	262	294	327	363	399

4. **Rural completions:** By 2021-22, ECSU will produce 357 rural completions, an increase of 45.7% (112 additional rural completions over a base of 245).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
245	262	284	307	332	357

5. **Five-year graduation rates:** By 2022, ECSU will improve its five-year graduation rate from any accredited institution to 42.9%. This is an improvement over a base of 36.5% for ECSU's 2010 cohort.^{3*}

Interim Benchmarks:

Base (2010 cohort)	2013	2014	2015	2016	2017
36.5%	37.5%	38.7%	40.0%	41.5%	42.9%

¹ Since improvement efforts may take time to produce results, interim benchmarks (except in the case of rural enrollments) are phased in according to the following schedule: Year 1: base + 15% of total improvement; Year 2: base + 35%; Year 3: base + 55%; Year 4: base + 77.5%; Year 5: base + 100%.

² Interim benchmarks for rural enrollments are phased in according to the following schedule: Year 1: base + 20% of total improvement; Year 2: base + 45%; Year 3: base + 72%; Year 4: base + 100%.

³ Baseline data reflect the five-year graduation rate for the 2010 cohort as of July 1, 2017.

Improve

1. **Critical workforces:** By 2021-22, ECSU will produce 136 critical workforce credentials, an increase of 28.3% (30 additional critical workforce credentials over a base of 106).

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
106	111	117	123	129	136

2. **Undergraduate degree efficiency:** By 2021-22, ECSU will improve its undergraduate degree efficiency to 18.2 over a base of 12.3.*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
12.3	13.2	14.4	15.5	16.9	18.2

3. **Achievement gaps in undergraduate degree efficiency:** By 2021-22, ECSU will reduce by 50% the achievement gap in undergraduate degree efficiency among male students.

Interim Benchmarks:

Male Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
10.1	10.4	10.7	11.1	11.5	12.0

Sustain

1. **Research productivity:** By 2021-22, ECSU will receive \$9,128,710 in research and development sponsored program awards and licensing income, an increase of 10.2% (\$844,944 additional over a base of \$8,283,766).

HIGHER EXPECTATIONS

UNC SYSTEM PERFORMANCE AGREEMENT

In January 2017, the Board of Governors of the University of North Carolina unanimously approved *Higher Expectations*, a five-year Strategic Plan for the UNC System. The Plan calls on the UNC System to achieve ambitious goals in access, student success, affordability and efficiency, economic impact and community engagement, and institutional excellence and diversity.

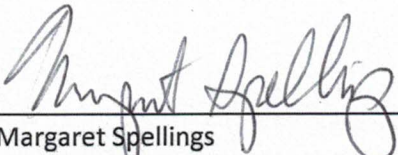
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor James A. Anderson have established this agreement to identify the contributions that Fayetteville State University aspires to make to the UNC Strategic Plan over the next five years.

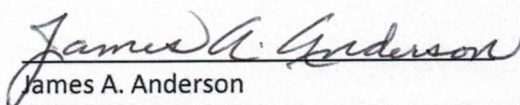
Recognizing that the UNC System's greatest strength lies in the distinct missions of its universities, the performance framework provides leaders with an opportunity to identify System-level commitments that align with institution-level priorities. Fayetteville State, in consultation with the UNC System office, has categorized the nine System-level metrics into three tiers:

1. The **Prioritize** category identifies the five metrics that are top priorities for Fayetteville State over the next five years; these metrics are central to institutional success and existing improvement efforts.
2. The **Improve** category contains three metrics that are secondary priorities that an institution will work to enhance.
3. The **Sustain** category contains one metric on which an institution will work to maintain its level of performance.

In addition to identifying priorities, this performance framework acknowledges cases in which institutions have taken on ambitious goals that exceed expectations. Fayetteville State's *stretch goals* are marked with an asterisk.

Fayetteville State University's sizable contributions to the UNC Strategic Plan—especially its five *stretch goals*—will amplify the UNC System's role as the "mighty engine" of North Carolina, creating a better future for the state's communities, families, and economy.


Margaret Spellings
President
University of North Carolina


James A. Anderson
Chancellor
Fayetteville State University



Fayetteville State University:
Five-year Goals and Associated Interim Benchmarks

Prioritize

1. **Rural enrollments:** By fall 2021, FSU will enroll 4,429 rural students, a 9.2% increase over 2016 levels (373 additional rural students over a base of 4,056).

Interim benchmarks¹:

Base (2016)	Fall 2018	Fall 2019	Fall 2020	Fall 2021
4,056	4,131	4,224	4,325	4,429

2. **Low-income completions:** By 2021-22, FSU will produce 853 low-income graduates, an increase of 30.0% (197 additional low-income completions over a base of 656).

Interim Benchmarks²:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
656	686	725	764	809	853

3. **Rural completions:** By 2021-22, FSU will produce 1,000 rural graduates, an increase of 25.3% (202 additional rural completions over a base of 798).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
798	828	869	909	955	1,000

4. **Five-year graduation rates:** By 2022, FSU will improve its five-year graduation rate from any accredited institution to 36.0%. This is an improvement over a base of 29.9% for FSU's 2010 cohort.^{3*}

Interim Benchmarks:

Base (2010 cohort)	2013	2014	2015	2016	2017
29.9%	30.8%	32.0%	33.3%	34.6%	36.0%

5. **Undergraduate degree efficiency:** By 2021-22, FSU will improve its undergraduate degree efficiency to 22.1 over a base of 19.8.*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
19.8	20.1	20.6	21.1	21.6	22.1

¹ Interim benchmarks for rural enrollments are phased in according to the following schedule: Year 1: base + 20% of total improvement; Year 2: base + 45%; Year 3: base + 72%; Year 4: base + 100%.

² Since improvement efforts may take time to produce results, interim benchmarks (except in the case of rural enrollments) are phased in according to the following schedule: Year 1: base + 15% of total improvement; Year 2: base + 35%; Year 3, base + 55%; Year 4: base + 77.5%; Year 5: base + 100%.

³ Baseline data reflect the five-year graduation rate for the 2010 cohort as of July 1, 2017.

Improve

1. **Low-income enrollments:** By fall 2021, FSU will enroll 3,447 low-income students, a 11.2% increase over 2015 levels (346 additional low-income students over a base of 3,101).

Interim benchmarks:

Base (2015)	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
3,101	3,153	3,222	3,291	3,369	3,447

2. **Critical workforces:** By 2021-22, FSU will produce 421 critical workforce credentials, an increase of 49.3% (139 additional critical workforce credentials over a base of 282).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
282	303	331	358	390	421

3. **Achievement gaps in undergraduate degree efficiency:** By 2021-22, FSU will reduce by 75% the achievement gap in undergraduate degree efficiency among male students.*

Interim Benchmarks:

Male Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
16.8	17.3	18.0	18.6	19.4	20.1

Sustain

1. **Research productivity:** By 2021-22, FSU will receive \$12,045,258 in research and development sponsored program awards and licensing income, an increase of 10.2% (\$1,114,897 additional over a base of \$10,930,361).

HIGHER EXPECTATIONS

UNC SYSTEM PERFORMANCE AGREEMENT

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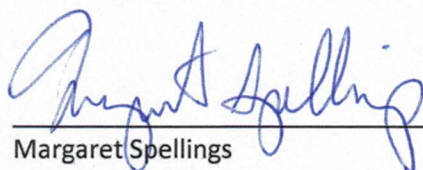
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor Harold L. Martin, Sr. have established this agreement to identify the contributions that North Carolina A&T State University aspires to make to the UNC Strategic Plan over the next five years.

Recognizing that the UNC System's greatest strength lies in the distinct missions of its universities, the performance framework provides leaders with an opportunity to identify System-level commitments that align with institution-level priorities. North Carolina A&T, in consultation with the UNC System office, has categorized the nine System-level metrics into three tiers:

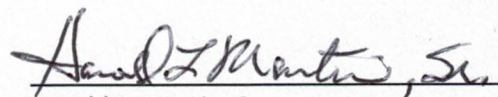
1. The **Prioritize** category identifies the five metrics that are top priorities for North Carolina A&T over the next five years; these metrics are central to institutional success and existing improvement efforts.
2. The **Improve** category contains three metrics that are secondary priorities that an institution will work to enhance.
3. The **Sustain** category contains one metric on which an institution will work to maintain its level of performance.

In addition to identifying priorities, this performance framework acknowledges cases in which institutions have taken on ambitious goals that exceed expectations. North Carolina A&T's *stretch goals* are marked with an asterisk.

North Carolina A&T State University's sizable contributions to the UNC Strategic Plan—especially its five *stretch goals*—will amplify the UNC System's role as the "mighty engine" of North Carolina, creating a better future for the state's communities, families, and economy.



Margaret Spellings
President
University of North Carolina



Harold L. Martin, Sr.
Chancellor
North Carolina A&T State University



North Carolina A&T State University:
Five-year Goals and Associated Interim Benchmarks

Prioritize

1. **Low-income completions:** By 2021-22, NCA&T will produce 1,186 low-income graduates, an increase of 31.8% (286 additional low-income completions over a base of 900).*

Interim Benchmarks¹:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
900	943	1,000	1,057	1,122	1,186

3. **Five-year graduation rates:** By 2022, NCA&T will improve its five-year graduation rate from any accredited institution to 45.8%. This is an improvement over a base of 39.8% for NCA&T's 2010 cohort.^{2*}

Interim Benchmarks:

Base (2010 cohort)	2013	2014	2015	2016	2017
39.8%	40.7%	41.9%	43.1%	44.5%	45.8%

5. **Undergraduate degree efficiency:** By 2021-22, NCA&T will improve its undergraduate degree efficiency to 18.8 over a base of 16.9.*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
16.9	17.2	17.6	17.9	18.4	18.8

4. **Critical workforces:** By 2021-22, NCA&T will produce 892 critical workforce credentials, an increase of 14.1% (110 additional critical workforce credentials over a base of 782).

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
782	799	821	843	867	892

2. **Research productivity:** By 2021-22, NCA&T will receive \$70,051,550 in research and development sponsored program awards and licensing income, an increase of 18.2% (\$10,800,000 additional over a base of \$59,251,550).*

Interim Benchmarks:

Base (FY16)	FY18	FY19	FY20	FY21	FY22
\$59,251,550	\$60,871,550	\$63,031,550	\$65,191,550	\$67,621,550	\$70,051,550

¹ Since improvement efforts may take time to produce results, interim benchmarks (except in the case of rural enrollments) are phased in according to the following schedule: Year 1: base + 15% of total improvement; Year 2: base + 35%; Year 3, base + 55%; Year 4: base + 77.5%; Year 5: base + 100%.

² Baseline data reflect the five-year graduation rate for the 2010 cohort as of July 1, 2017.

Improve

1. **Low-income enrollments:** By fall 2021, NCA&T will enroll 5,048 low-income students, a 6.8% increase over 2015 levels (321 additional low-income students over a base of 4,727).

Interim benchmarks:

Base (2015)	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
4,727	4,775	4,839	4,904	4,976	5,048

2. **Rural enrollments:** By fall 2021, NCA&T will enroll 2,422 rural students, a 6.8% increase over 2016 levels (154 additional rural students over a base of 2,268).

Interim benchmarks³:

Base (2016)	Fall 2018	Fall 2019	Fall 2020	Fall 2021
2,268	2,299	2,337	2,379	2,422

3. **Rural completions:** By 2021-22, NCA&T will produce 537 rural graduates, an increase of 27.0% (114 additional rural completions over a base of 423).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
423	440	463	486	511	537

Sustain

1. **Achievement gaps in undergraduate degree efficiency:** By 2021-22, NCA&T will reduce by 50% the achievement gap in undergraduate degree efficiency among male students (increasing the degree efficiency of male students from 15.6 to 16.7).

³ Interim benchmarks for rural enrollments are phased in according to the following schedule: Year 1: base + 20% of total improvement; Year 2: base + 45%; Year 3: base + 72%; Year 4: base + 100%.

HIGHER EXPECTATIONS

UNC SYSTEM PERFORMANCE AGREEMENT

In January 2017, the Board of Governors of the University of North Carolina unanimously approved *Higher Expectations*, a five-year Strategic Plan for the UNC System. The Plan calls on the UNC System to achieve ambitious goals in access, student success, affordability and efficiency, economic impact and community engagement, and institutional excellence and diversity.

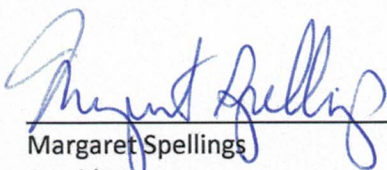
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor Johnson O. Akinleye have established this agreement to identify the contributions that North Carolina Central University aspires to make to the UNC Strategic Plan over the next five years.

Recognizing that the UNC System's greatest strength lies in the distinct missions of its universities, the performance framework provides leaders with an opportunity to identify System-level commitments that align with institution-level priorities. NCCU, in consultation with the UNC System office, has categorized the nine System-level metrics into three tiers:

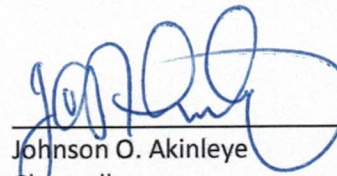
1. The **Prioritize** category identifies the five metrics that are top priorities for NCCU over the next five years; these metrics are central to institutional success and existing improvement efforts.
2. The **Improve** category contains three metrics that are secondary priorities that an institution will work to enhance.
3. The **Sustain** category contains one metric on which an institution will work to maintain its level of performance.

In addition to identifying priorities, this performance framework acknowledges cases in which institutions have taken on ambitious goals that exceed expectations. NCCU's *stretch goals* are marked with an asterisk.

North Carolina Central University's sizable contributions to the UNC Strategic Plan—especially its four *stretch goals*—will amplify the UNC System's role as the “mighty engine” of North Carolina, creating a better future for the state's communities, families, and economy.



Margaret Spellings
President
University of North Carolina



Johnson O. Akinleye
Chancellor
North Carolina Central University



North Carolina Central University:
Five-year Goals and Associated Interim Benchmarks

Prioritize

1. **Low-income completions:** By 2021-22, NCCU will produce 961 low-income graduates, an increase of 23.0% (180 additional low-income completions over a base of 781).

Interim Benchmarks¹:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
781	808	844	880	921	961

2. **Rural completions:** By 2021-22, NCCU will produce 400 rural graduates, an increase of 16.3% (56 additional rural completions over a base of 344).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
344	352	364	375	387	400

3. **Five-year graduation rates:** By 2022, NCCU will improve its five-year graduation rate from any accredited institution to 51.5%. This is an improvement over a base of 43.8% for NCCU's 2010 cohort.^{2*}

Interim Benchmarks:

Base (2010 cohort)	2013	2014	2015	2016	2017
43.8%	45.0%	46.5%	48.0%	49.8%	51.5%

4. **Undergraduate degree efficiency:** By 2021-22, NCCU will improve its undergraduate degree efficiency to 20 over a base of 17.4.*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
17.4	17.8	18.3	18.8	19.4	20

5. **Achievement gaps in undergraduate degree efficiency:** By 2021-22, NCCU will reduce by 50% the achievement gap in undergraduate degree efficiency among low-income students.

Interim Benchmarks:

Low-Income Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
15.4	15.9	16.5	17.1	17.8	18.6

¹ Since improvement efforts may take time to produce results, interim benchmarks (except in the case of rural enrollments) are phased in according to the following schedule: Year 1: base + 15% of total improvement; Year 2: base + 35%; Year 3, base + 55%; Year 4: base + 77.5%; Year 5: base + 100%.

² Baseline data reflect the five-year graduation rate for the 2010 cohort as of July 1, 2017.

Improve

1. **Low-income enrollments:** By fall 2021, NCCU will enroll 3,933 low-income students, a 6.2% increase over 2015 levels (231 additional low-income students over a base of 3,702).

Interim benchmarks:

Base (2015)	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
3,702	3,737	3,783	3,829	3,881	3,933

2. **Critical workforces:** By 2021-22, NCCU will produce 605 critical workforce credentials, an increase of 43.4% (183 additional critical workforce credentials over a base of 422).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
422	449	486	523	564	605

3. **Research productivity:** By 2021-22, NCCU will receive \$21,611,020 in research and development sponsored program awards and licensing income, an increase of 10.2% (\$2,000,294 additional over a base of \$19,610,726).

Interim Benchmarks:

Base (FY16)	FY18	FY19	FY20	FY21	FY22
\$19,610,726	\$19,910,770	\$20,310,829	\$20,710,888	\$21,160,954	\$21,611,020

Sustain

1. **Rural enrollments:** By fall 2021, NCCU will enroll 1,881 rural students, a 4.7% increase over 2016 levels (85 additional rural students over a base of 1,796).

HIGHER EXPECTATIONS

UNC SYSTEM PERFORMANCE AGREEMENT

In January 2017, the Board of Governors of the University of North Carolina unanimously approved *Higher Expectations*, a five-year Strategic Plan for the UNC System. The Plan calls on the UNC System to achieve ambitious goals in access, student success, affordability and efficiency, economic impact and community engagement, and institutional excellence and diversity.

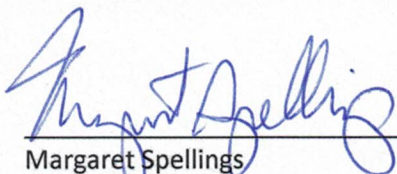
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor Randy Woodson have established this agreement to identify the contributions that North Carolina State University aspires to make to the UNC Strategic Plan over the next five years.

Recognizing that the UNC System's greatest strength lies in the distinct missions of its universities, the performance framework provides leaders with an opportunity to identify System-level commitments that align with institution-level priorities. NC State, in consultation with the UNC System office, has categorized the nine System-level metrics into three tiers:

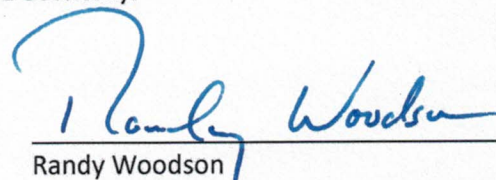
1. The **Prioritize** category identifies the five metrics that are top priorities for NC State over the next five years; these metrics are central to institutional success and existing improvement efforts.
2. The **Improve** category contains three metrics that are secondary priorities that an institution will work to enhance.
3. The **Sustain** category contains one metric on which an institution will work to maintain its level of performance.

In addition to identifying priorities, this performance framework acknowledges cases in which institutions have taken on ambitious goals that exceed expectations. NC State's *stretch goals* are marked with an asterisk.

North Carolina State University's sizable contributions to the UNC Strategic Plan—especially its three *stretch goals*—will amplify the UNC System's role as the "mighty engine" of North Carolina, creating a better future for the state's communities, families, and economy.



Margaret Spellings
President
University of North Carolina



Randy Woodson
Chancellor
North Carolina State University



North Carolina State University:
Five-year Goals and Associated Interim Benchmarks

Prioritize

1. **Rural enrollments:** By fall 2021, NCSU will enroll 5,836 rural students, a 6.1% increase over 2016 levels (335 additional rural students over a base of 5,501).

Interim benchmarks¹:

Base (2016)	Fall 2018	Fall 2019	Fall 2020	Fall 2021
5,501	5,568	5,652	5,742	5,836

2. **Five-year graduation rates:** By 2022, NCSU will improve its five-year graduation rate from any accredited institution to 81.6%. This is an improvement over a base of 76.7% for NCSU's 2010 cohort.^{2*}

Interim Benchmarks³:

Base (2010 cohort)	2013	2014	2015	2016	2017
76.7%	77.4%	78.4%	79.4%	80.5%	81.6%

3. **Undergraduate degree efficiency:** By 2021-22, NCSU will improve its undergraduate degree efficiency to 24.9 over a base of 23.9.

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
23.9	24.1	24.3	24.5	24.7	24.9

4. **Critical workforces:** By 2021-22, NCSU will produce 6,064 critical workforce credentials, an increase of 12.3% (665 additional critical workforce credentials over a base of 5,399).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
5,399	5,499	5,632	5,765	5,914	6,064

5. **Research productivity:** By 2021-22, NCSU will receive \$404,022,620 in research and development sponsored program awards and licensing income, an increase of 19.2% (\$65,077,469 additional over a base of \$338,945,151).*

Interim Benchmarks:

Base (FY16)	FY18	FY19	FY20	FY21	FY22
\$338,945,151	\$348,706,771	\$361,722,265	\$374,737,759	\$389,380,189	\$404,022,620

¹ Interim benchmarks for rural enrollments are phased in according to the following schedule: Year 1: base + 20% of total improvement; Year 2: base + 45%; Year 3: base + 72%; Year 4: base + 100%.

² Baseline data reflect the five-year graduation rate for the 2010 cohort as of July 1, 2017.

³ Since improvement efforts may take time to produce results, interim benchmarks (except in the case of rural enrollments) are phased in according to the following schedule: Year 1: base + 15% of total improvement; Year 2: base + 35%; Year 3, base + 55%; Year 4: base + 77.5%; Year 5: base + 100%.

Improve

1. **Low-income enrollments:** By fall 2021, NCSU will enroll 4,925 low-income students, a 6.5% increase over 2015 levels (300 additional low-income students over a base of 4,625).

Interim benchmarks:

Base (2015)	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
4,625	4,670	4,730	4,790	4,858	4,925

2. **Rural completions:** By 2021-22, NCSU will produce 1,400 rural graduates, an increase of 7.7% (100 additional rural completions over a base of 1,300).

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
1,300	1,315	1,335	1,355	1,378	1,400

3. **Achievement gaps in undergraduate degree efficiency:** By 2021-22, NCSU will reduce by 50% the achievement gap in undergraduate degree efficiency among rural students.

Interim Benchmarks:

Rural Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
21.4	21.7	22.0	22.4	22.8	23.2

Sustain

1. **Low-income completions:** By 2021-22, NCSU will produce 1,681 low-income graduates, an increase of 6.5% (102 additional low-income completions over a base of 1,579).

HIGHER EXPECTATIONS

UNC SYSTEM PERFORMANCE AGREEMENT

In January 2017, the Board of Governors of the University of North Carolina unanimously approved *Higher Expectations*, a five-year Strategic Plan for the UNC System. The Plan calls on the UNC System to achieve ambitious goals in access, student success, affordability and efficiency, economic impact and community engagement, and institutional excellence and diversity.

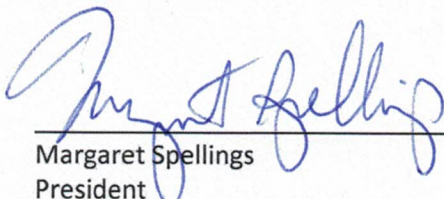
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor Mary K. Grant have established this agreement to identify the contributions that the University of North Carolina at Asheville aspires to make to the UNC Strategic Plan over the next five years.

Recognizing that the UNC System's greatest strength lies in the distinct missions of its universities, the performance framework provides leaders with an opportunity to identify System-level commitments that align with institution-level priorities. UNC Asheville, in consultation with the UNC System office, has categorized the nine System-level metrics into three tiers:

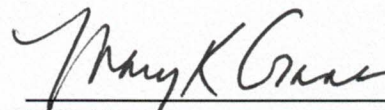
1. The **Prioritize** category identifies the five metrics that are top priorities for UNC Asheville over the next five years; these metrics are central to institutional success and existing improvement efforts.
2. The **Improve** category contains three metrics that are secondary priorities that an institution will work to enhance.
3. The **Sustain** category contains one metric on which an institution will work to maintain its level of performance.

In addition to identifying priorities, this performance framework acknowledges cases in which institutions have taken on ambitious goals that exceed expectations. UNC Asheville's *stretch goals* are marked with an asterisk.

The University of North Carolina at Asheville's sizable contributions to the UNC Strategic Plan—especially its three *stretch goals*—will amplify the UNC System's role as the “mighty engine” of North Carolina, creating a better future for the state's communities, families, and economy.



Margaret Spellings
President
University of North Carolina



Mary K. Grant
Chancellor
University of North Carolina at Asheville



University of North Carolina at Asheville:
Five-year Goals and Associated Interim Benchmarks

Prioritize

1. **Rural enrollments:** By fall 2021, UNCA will enroll 861 rural students, a 10.4% increase over 2016 levels (81 additional rural students over a base of 780).*

Interim benchmarks¹:

Base (2016)	Fall 2018	Fall 2019	Fall 2020	Fall 2021
780	796	816	838	861

2. **Rural completions:** By 2021-22, UNCA will produce 187 rural graduates, an increase of 19.9% (31 additional rural completions over a base of 156).*

Interim Benchmarks²:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
156	161	167	173	180	187

3. **Undergraduate degree efficiency:** By 2021-22, UNCA will improve its undergraduate degree efficiency to 23.4 over a base of 22.2.

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
22.2	22.4	22.6	22.9	23.1	23.4

4. **Achievement gaps in undergraduate degree efficiency:** By 2021-22, UNCA will reduce by 50% the achievement gaps in undergraduate degree efficiency among both rural and underrepresented minority students.

Interim Benchmarks:

	Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
Underrepresented Minority	18.9	19.2	19.6	19.9	20.4	20.8

5. **Critical workforces:** By 2021-22, UNCA will produce 370 critical workforce credentials, an increase of 22.5% (68 additional critical workforce credentials over a base of 302).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
302	312	326	339	355	370

¹ Interim benchmarks for rural enrollments are phased in according to the following schedule: Year 1: base + 20% of total improvement; Year 2: base + 45%; Year 3: base + 72%; Year 4: base + 100%.

² Since improvement efforts may take time to produce results, interim benchmarks (except in the case of rural enrollments) are phased in according to the following schedule: Year 1: base + 15% of total improvement; Year 2: base + 35%; Year 3: base + 55%; Year 4: base + 77.5%; Year 5: base + 100%.

Improve

1. **Low-income enrollments:** By fall 2021, UNCA will enroll 1,328 low-income students, a 6.8% increase over 2015 levels (85 additional low-income students over a base of 1,243).

Interim benchmarks:

Base (2015)	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
1,243	1,256	1,273	1,290	1,309	1,328

2. **Low-income completions:** By 2021-22, UNCA will produce 406 low-income graduates, an increase of 15.0% (53 additional low-income completions over a base of 353).

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
353	361	372	382	394	406

3. **Five-year graduation rates:** By 2022, UNCA will improve its five-year graduation rate from any accredited institution to 71.7%. This is an improvement over a base of 69.1% for UNCA's 2010 cohort.³

Interim Benchmarks:

Base (2010 cohort)	2013	2014	2015	2016	2017
69.1%	69.5%	70.0%	70.5%	71.1%	71.7%

Sustain

1. **Research productivity:** By 2021-22, UNCA will receive \$2,721,060 in research and development sponsored program awards and licensing income, an increase of 5.0% (\$129,574 additional over a base of \$2,591,486).

³ Baseline data reflect the five-year graduation rate for the 2010 cohort as of July 1, 2017.

HIGHER EXPECTATIONS

UNC SYSTEM PERFORMANCE AGREEMENT

In January 2017, the Board of Governors of the University of North Carolina unanimously approved *Higher Expectations*, a five-year Strategic Plan for the UNC System. The Plan calls on the UNC System to achieve ambitious goals in access, student success, affordability and efficiency, economic impact and community engagement, and institutional excellence and diversity.

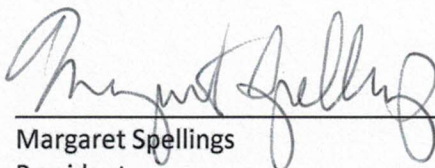
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor Carol L. Folt have established this agreement to identify the contributions that the University of North Carolina at Chapel Hill aspires to make to the UNC Strategic Plan over the next five years.

Recognizing that the UNC System's greatest strength lies in the distinct missions of its universities, the performance framework provides leaders with an opportunity to identify System-level commitments that align with institution-level priorities. Carolina, in consultation with the UNC System office, has categorized the nine System-level metrics into three tiers:

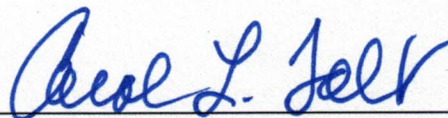
1. The **Prioritize** category identifies the five metrics that are top priorities for Carolina over the next five years; these metrics are central to institutional success and existing improvement efforts.
2. The **Improve** category contains three metrics that are secondary priorities that an institution will work to enhance.
3. The **Sustain** category contains one metric on which an institution will work to maintain its level of performance.

In addition to identifying priorities, this performance framework acknowledges cases in which institutions have taken on ambitious goals that exceed expectations. Carolina's *stretch goals* are marked with an asterisk.

The University of North Carolina at Chapel Hill's sizable contributions to the UNC Strategic Plan—especially its two *stretch goals*—will amplify the UNC System's role as the “mighty engine” of North Carolina, creating a better future for the state's communities, families, and economy.



Margaret Spellings
President
University of North Carolina



Carol L. Folt
Chancellor
University of North Carolina at Chapel Hill



University of North Carolina at Chapel Hill:
Five-year Goals and Associated Interim Benchmarks

Prioritize

1. **Rural enrollments:** By fall 2021, UNC-CH will enroll 4,140 rural students, a 5.0% increase over 2016 levels (198 additional rural students over a base of 3,942).

Interim benchmarks¹:

Base (2016)	Fall 2018	Fall 2019	Fall 2020	Fall 2021
3,942	3,982	4,031	4,085	4,140

2. **Low-income completions:** By 2021-22, UNC-CH will produce 1,223 low-income graduates, an increase of 14.4% (155 additional low-income completions over a base of 1,078).

Interim Benchmarks²:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
1,078	1,101	1,132	1,163	1,198	1,233

3. **Five-year graduation rates:** By 2022, UNC-CH will improve its five-year graduation rate from any accredited institution to 94.0%. This is an improvement over a base of 91.7% for UNC-CH's 2010 cohort.^{3*}

Interim Benchmarks:

Base (2010 cohort)	2013	2014	2015	2016	2017
91.7%	92.0%	92.5%	93.0%	93.5%	94.0%

4. **Critical workforces:** By 2021-22, UNC-CH will produce 3,769 critical workforce credentials, an increase of 11.9% (400 additional critical workforce credentials over a base of 3,369).

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
3,369	3,429	3,509	3,589	3,679	3,769

5. **Research productivity:** By 2021-22, UNC-CH will receive \$905,349,456 in research and development sponsored program awards and licensing income, an increase of 7.4% (\$62,700,000 additional over a base of \$842,649,456).*

Interim Benchmarks:

Base (FY16)	FY18	FY19	FY20	FY21	FY22
\$842,649,456	\$852,054,456	\$864,594,456	\$877,134,456	\$891,241,956	\$905,349,456

¹ Interim benchmarks for rural enrollments are phased in according to the following schedule: Year 1: base + 20% of total improvement; Year 2: base + 45%; Year 3: base + 72%; Year 4: base + 100%.

² Since improvement efforts may take time to produce results, interim benchmarks (except in the case of rural enrollments) are phased in according to the following schedule: Year 1: base + 15% of total improvement; Year 2: base + 35%; Year 3, base + 55%; Year 4: base + 77.5%; Year 5: base + 100%.

³ Baseline data reflect the five-year graduation rate for the 2010 cohort as of July 1, 2017.

Improve

1. **Low-income enrollments:** By fall 2021, UNC-CH will enroll 3,508 low-income students, a 4.2% increase over 2015 levels (140 additional low-income students over a base of 3,368).

Interim benchmarks:

Base (2015)	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
3,368	3,389	3,417	3,445	3,477	3,508

2. **Rural completions:** By 2021-22, UNC-CH will produce 1,108 rural graduates, an increase of 9.4% (95 additional rural completions over a base of 1,013).

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
1,013	1,027	1,046	1,065	1,087	1,108

3. **Achievement gaps in undergraduate degree efficiency:** By 2021-22, UNC-CH will reduce by 50% the achievement gap in undergraduate degree efficiency among male students.

Interim Benchmarks:

Male Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
24.0	24.1	24.2	24.2	24.3	24.5

Sustain

1. **Undergraduate degree efficiency:** By 2021-22, UNC-CH will improve its undergraduate degree efficiency to 25.7 over a base of 24.6.

HIGHER EXPECTATIONS

UNC SYSTEM PERFORMANCE AGREEMENT

In January 2017, the Board of Governors of the University of North Carolina unanimously approved *Higher Expectations*, a five-year Strategic Plan for the UNC System. The Plan calls on the UNC System to achieve ambitious goals in access, student success, affordability and efficiency, economic impact and community engagement, and institutional excellence and diversity.

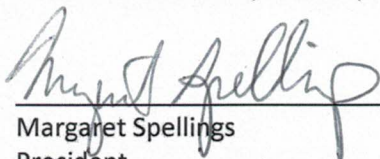
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor Philip L. Dubois have established this agreement to identify the contributions that the University of North Carolina at Charlotte aspires to make to the UNC Strategic Plan over the next five years.

Recognizing that the UNC System's greatest strength lies in the distinct missions of its universities, the performance framework provides leaders with an opportunity to identify System-level commitments that align with institution-level priorities. UNC Charlotte, in consultation with the UNC System office, has categorized the nine System-level metrics into three tiers:

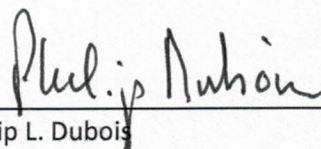
1. The **Prioritize** category identifies the five metrics that are top priorities for UNC Charlotte over the next five years; these metrics are central to institutional success and existing improvement efforts.
2. The **Improve** category contains three metrics that are secondary priorities that an institution will work to enhance.
3. The **Sustain** category contains one metric on which an institution will work to maintain its level of performance.

In addition to identifying priorities, this performance framework acknowledges cases in which institutions have taken on ambitious goals that exceed expectations. UNC Charlotte's *stretch goals* are marked with an asterisk. **UNC Charlotte stands out as the single institution in the UNC System, as of this writing, to take on seven stretch goals.**

UNC Charlotte's sizable contributions to the UNC Strategic Plan—especially its seven *stretch goals*—will amplify the UNC System's role as the "mighty engine" of North Carolina, creating a better future for the state's communities, families, and economy.



Margaret Spellings
President
University of North Carolina



Philip L. Dubois
Chancellor
University of North Carolina at Charlotte



University of North Carolina at Charlotte:
Five-year Goals and Associated Interim Benchmarks

Prioritize

1. **Low-income completions:** By 2021-22, UNCC will produce 3,094 low-income graduates, an increase of 29.8% (711 additional low-income completions over a base of 2,383).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
2,383	2,490	2,632	2,774	2,934	3,094

2. **Five-year graduation rates:** By 2022, UNCC will improve its five-year graduation rate from any accredited institution to 64.8%. This is an improvement over a base of 59.1% for UNCC's 2010 cohort.^{1*}

Interim Benchmarks:

Base (2010 cohort)	2013	2014	2015	2016	2017
59.1%	60.0%	61.1%	62.2%	63.5%	64.8%

3. **Undergraduate degree efficiency:** By 2021-22, UNCC will maintain its undergraduate degree efficiency at its current level of 25.8.

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
25.8	25.8	25.8	25.8	25.8	25.8

4. **Critical workforces:** By 2021-22, UNCC will produce 4,188 critical workforce credentials, an increase of 33.9% (1,061 additional critical workforce credentials over a base of 3,127).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
3,127	3,286	3,498	3,711	3,949	4,188

5. **Research productivity:** By 2021-22, UNCC will receive \$54,907,015 in research and development sponsored program awards and licensing income, an increase of 44.1% (\$16,800,000 additional over a base of \$38,107,015).*

Interim Benchmarks²:

Base (FY16)	FY18	FY19	FY20	FY21	FY22
\$38,107,015	\$40,627,015	\$43,987,015	\$47,347,015	\$51,127,015	\$54,907,015

¹ Baseline data reflect the five-year graduation rate for the 2010 cohort as of July 1, 2017.

² Since improvement efforts may take time to produce results, interim benchmarks (except in the case of rural enrollments) are phased in according to the following schedule: Year 1: base + 15% of total improvement; Year 2: base + 35%; Year 3, base + 55%; Year 4: base + 77.5%; Year 5: base + 100%.

Improve

1. **Low-income enrollments:** By fall 2021, UNCC will enroll 10,056 low-income students, a 17.5% increase over 2015 levels (1,497 additional low-income students over a base of 8,559).*

Interim benchmarks:

Base (2015)	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
8,559	8,784	9,083	9,382	9,719	10,056

2. **Rural completions:** By 2021-22, UNCC will produce 1,360 rural graduates, an increase of 15.6% (184 additional rural completions over a base of 1,176).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
1,176	1,204	1,240	1,277	1,319	1,360

3. **Achievement gaps in undergraduate degree efficiency:** By 2021-22, UNCC will reduce by 50% the achievement gap in undergraduate degree efficiency among underrepresented minority students.

Interim Benchmarks:

Underrepresented Minority Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
24.8	24.9	25.0	25.2	25.3	25.5

Sustain

1. **Rural enrollments:** By fall 2021, UNCC will enroll 6,279 rural students, a 13.5% increase over 2016 levels (748 additional rural students over a base of 5,531).*

HIGHER EXPECTATIONS

UNC SYSTEM PERFORMANCE AGREEMENT

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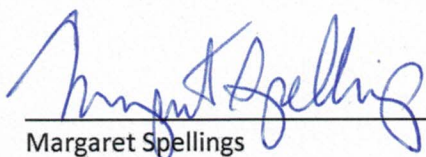
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor Franklin D. Gilliam, Jr. have established this agreement to identify the contributions that the University of North Carolina at Greensboro aspires to make to the UNC Strategic Plan over the next five years.

Recognizing that the UNC System's greatest strength lies in the distinct missions of its universities, the performance framework provides leaders with an opportunity to identify System-level commitments that align with institution-level priorities. UNC Greensboro, in consultation with the UNC System office, has categorized the nine System-level metrics into three tiers:

1. The **Prioritize** category identifies the five metrics that are top priorities for UNC Greensboro over the next five years; these metrics are central to institutional success and existing improvement efforts.
2. The **Improve** category contains three metrics that are secondary priorities that an institution will work to enhance.
3. The **Sustain** category contains one metric on which an institution will work to maintain its level of performance.

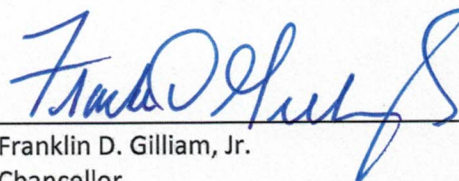
In addition to identifying priorities, this performance framework acknowledges cases in which institutions have taken on ambitious goals that exceed expectations. UNC Greensboro's *stretch goals* are marked with an asterisk.

UNC Greensboro's sizable contributions to the UNC Strategic Plan—especially its three *stretch goals*—will amplify the UNC System's role as the "mighty engine" of North Carolina, creating a better future for the state's communities, families, and economy.



Margaret Spellings
President

University of North Carolina



Franklin D. Gilliam, Jr.
Chancellor

University of North Carolina at Greensboro



University of North Carolina at Greensboro:
Five-year Goals and Associated Interim Benchmarks

Prioritize

1. **Low-income enrollments:** By fall 2021, UNCG will enroll 8,161 low-income students, a 15.1% increase over 2015 levels (1,072 additional low-income students over a base of 7,089).*

Interim benchmarks:

Base (2015)	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
7,089	7,250	7,464	7,679	7,920	8,161

2. **Low-income completions:** By 2021-22, UNCG will produce 2,115 low-income graduates, an increase of 32.5% (519 additional low-income completions over a base of 1,596).*

Interim Benchmarks¹:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
1,596	1,674	1,778	1,881	1,998	2,115

3. **Five-year graduation rates:** By 2022, UNCG will improve its five-year graduation rate from any accredited institution to 62.4%. This is an improvement over a base of 56.7% for UNCG's 2010 cohort.²

Interim Benchmarks:

Base (2010 cohort)	2013	2014	2015	2016	2017
56.7%	57.6%	58.7%	59.8%	61.1%	62.4%

4. **Achievement gaps in undergraduate degree efficiency:** By 2021-22, UNCG will reduce by 50% the achievement gap in undergraduate degree efficiency among underrepresented minority students.

Interim Benchmarks:

Underrepresented Minority Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
19.2	19.3	19.5	19.7	19.9	20.1

5. **Critical workforces:** By 2021-22, UNCG will produce 1,544 critical workforce credentials, an increase of 19.5% (252 additional critical workforce credentials over a base of 1,292).

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
1,292	1,330	1,380	1,431	1,487	1,544

¹ Since improvement efforts may take time to produce results, interim benchmarks (except in the case of rural enrollments) are phased in according to the following schedule: Year 1: base + 15% of total improvement; Year 2: base + 35%; Year 3: base + 55%; Year 4: base + 77.5%; Year 5: base + 100%.

² Baseline data reflect the five-year graduation rate for the 2010 cohort as of July 1, 2017.

Improve

1. **Rural completions:** By 2021-22, UNCG will produce 1,167 rural graduates, an increase of 12.9% (133 additional rural completions over a base of 1,034).

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
1,034	1,054	1,081	1,107	1,137	1,167

2. **Undergraduate degree efficiency:** By 2021-22, UNCG will improve its undergraduate degree efficiency to 21.7 over a base of 20.4.

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
20.4	20.6	20.9	21.1	21.4	21.7

3. **Research productivity:** By 2021-22, UNCG will receive \$35,447,019 in research and development sponsored program awards and licensing income, an increase of 19.8% (\$5,858,522 additional over a base of \$29,588,497).*

Interim Benchmarks:

Base (FY16)	FY18	FY19	FY20	FY21	FY22
\$29,588,497	\$30,467,275	\$31,638,980	\$32,810,684	\$34,128,852	\$35,447,019

Sustain

1. **Rural enrollments:** By fall 2021, UNCG will enroll 5,436 rural students, a 9.4% increase over 2016 levels (469 additional rural students over a base of 4,967).

HIGHER EXPECTATIONS

UNC SYSTEM PERFORMANCE AGREEMENT

In January 2017, the Board of Governors of the University of North Carolina unanimously approved *Higher Expectations*, a five-year Strategic Plan for the UNC System. The Plan calls on the UNC System to achieve ambitious goals in access, student success, affordability and efficiency, economic impact and community engagement, and institutional excellence and diversity.

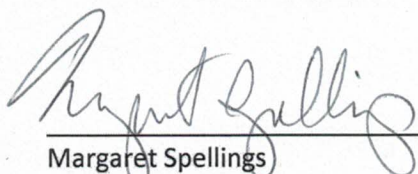
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor Robin G. Cummings have established this agreement to identify the contributions that the University of North Carolina at Pembroke aspires to make to the UNC Strategic Plan over the next five years.

Recognizing that the UNC System's greatest strength lies in the distinct missions of its universities, the performance framework provides leaders with an opportunity to identify System-level commitments that align with institution-level priorities. UNC Pembroke, in consultation with the UNC System office, has categorized the nine System-level metrics into three tiers:

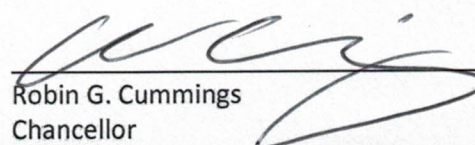
1. The **Prioritize** category identifies the five metrics that are top priorities for UNC Pembroke over the next five years; these metrics are central to institutional success and existing improvement efforts.
2. The **Improve** category contains three metrics that are secondary priorities that an institution will work to enhance.
3. The **Sustain** category contains one metric on which an institution will work to maintain its level of performance.

In addition to identifying priorities, this performance framework acknowledges cases in which institutions have taken on ambitious goals that exceed expectations. UNC Pembroke's *stretch goals* are marked with an asterisk.

The University of North Carolina at Pembroke's sizable contributions to the UNC Strategic Plan—especially its four *stretch goals*—will amplify the UNC System's role as the “mighty engine” of North Carolina, creating a better future for the state's communities, families, and economy.



Margaret Spellings
President
University of North Carolina



Robin G. Cummings
Chancellor
University of North Carolina at Pembroke



University of North Carolina at Pembroke:
Five-year Goals and Associated Interim Benchmarks

Prioritize

1. **Low-income completions:** By 2021-22, UNCP will produce 841 low-income graduates, an increase of 33.1% (209 additional low-income completions over a base of 632).*

Interim Benchmarks¹:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
632	663	705	747	794	841

2. **Rural completions:** By 2021-22, UNCP will produce 944 rural graduates, an increase of 17.4% (140 additional rural completions over a base of 804).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
804	825	853	881	913	944

3. **Five-year graduation rates:** By 2022, UNCP will improve its five-year graduation rate from any accredited institution to 46.5%. This is an improvement over a base of 40.4% for UNCP's 2010 cohort.^{2*}

Interim Benchmarks:

Base (2010 cohort)	2013	2014	2015	2016	2017
40.4%	41.3%	42.5%	43.8%	45.1%	46.5%

4. **Achievement gaps in undergraduate degree efficiency:** By 2021-22, UNCP will reduce by 50% the achievement gap in undergraduate degree efficiency among male students.

Interim Benchmarks:

Male Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
17.2	17.3	17.5	17.6	17.8	18.0

5. **Critical workforces:** By 2021-22, UNCP will produce 499 critical workforce credentials, an increase of 29.6% (114 additional critical workforce credentials over a base of 385).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
385	402	425	448	473	499

¹ Since improvement efforts may take time to produce results, interim benchmarks (except in the case of rural enrollments) are phased in according to the following schedule: Year 1: base + 15% of total improvement; Year 2: base + 35%; Year 3, base + 55%; Year 4: base + 77.5%; Year 5: base + 100%.

² Baseline data reflect the five-year graduation rate for the 2010 cohort as of July 1, 2017.

Improve

1. **Low-income enrollments:** By fall 2021, UNCP will enroll 3,458 low-income students, a 11.2% increase over 2015 levels (349 additional low-income students over a base of 3,109).

Interim benchmarks:

Base (2015)	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
3,109	3,161	3,231	3,301	3,379	3,458

2. **Rural enrollments:** By fall 2021, UNCP will enroll 4,516 rural students, a 8.6% increase over 2016 levels (359 additional rural students over a base of 4,157).

Interim benchmarks³:

Base (2016)	Fall 2018	Fall 2019	Fall 2020	Fall 2021
4,157	4,229	4,319	4,415	4,516

3. **Undergraduate degree efficiency:** By 2021-22, UNCP will improve its undergraduate degree efficiency to 19.2 over a base of 18.1.

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
18.1	18.3	18.5	18.7	19.0	19.2

Sustain

1. **Research productivity:** By 2021-22, UNCP will receive \$4,241,519 in research and development sponsored program awards and licensing income, an increase of 10.2% (\$392,591 additional over a base of \$3,848,928).

³ Interim benchmarks for rural enrollments are phased in according to the following schedule: Year 1: base + 20% of total improvement; Year 2: base + 45%; Year 3: base + 72%; Year 4: base + 100%.

HIGHER EXPECTATIONS

UNC SYSTEM PERFORMANCE AGREEMENT

In January 2017, the Board of Governors of the University of North Carolina unanimously approved *Higher Expectations*, a five-year Strategic Plan for the UNC System. The Plan calls on the UNC System to achieve ambitious goals in access, student success, affordability and efficiency, economic impact and community engagement, and institutional excellence and diversity.

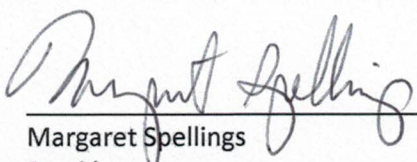
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor Jose V. Sartarelli have established this agreement to identify the contributions that the University of North Carolina at Wilmington aspires to make to the UNC Strategic Plan over the next five years.

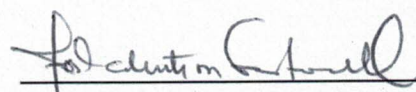
Recognizing that the UNC System's greatest strength lies in the distinct missions of its universities, the performance framework provides leaders with an opportunity to identify System-level commitments that align with institution-level priorities. UNC Wilmington, in consultation with the UNC System office, has categorized the nine System-level metrics into three tiers:

1. The **Prioritize** category identifies the five metrics that are top priorities for UNC Wilmington over the next five years; these metrics are central to institutional success and existing improvement efforts.
2. The **Improve** category contains three metrics that are secondary priorities that an institution will work to enhance.
3. The **Sustain** category contains one metric on which an institution will work to maintain its level of performance.

In addition to identifying priorities, this performance framework acknowledges cases in which institutions have taken on ambitious goals that exceed expectations. UNC Wilmington's *stretch goals* are marked with an asterisk.

UNC Wilmington's sizable contributions to the UNC Strategic Plan—especially its four *stretch goals*—will amplify the UNC System's role as the "mighty engine" of North Carolina, creating a better future for the state's communities, families, and economy.


Margaret Spellings
President
University of North Carolina


Jose V. Sartarelli
Chancellor
University of North Carolina at Wilmington



University of North Carolina at Wilmington:
Five-year Goals and Associated Interim Benchmarks

Prioritize

1. **Low-income enrollments:** By fall 2021, UNCW will enroll 3,576 low-income students, a 7.5% increase over 2015 levels (248 additional low-income students over a base of 3,328).

Interim benchmarks¹:

Base (2015)	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
3,328	3,365	3,415	3,464	3,520	3,576

2. **Rural enrollments:** By fall 2021, UNCW will enroll 4,220 rural students, a 5.3% increase over 2016 levels (212 additional rural students over a base of 4,008).

Interim benchmarks²:

Base (2016)	Fall 2018	Fall 2019	Fall 2020	Fall 2021
4,008	4,050	4,103	4,161	4,220

3. **Achievement gaps in undergraduate degree efficiency:** By 2021-22, UNCW will reduce by 50% the achievement gap in undergraduate degree efficiency among low-income students.

Interim Benchmarks:

Low-Income Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
21.8	22.3	22.9	23.5	24.1	24.8

4. **Research productivity:** By 2021-22, UNCW will receive \$19,320,362 in research and development sponsored program awards and licensing income, an increase of 134% (\$11,063,797 additional over a base of \$8,256,565).*

Interim Benchmarks:

Base (FY16)	FY18	FY19	FY20	FY21	FY22
\$8,256,565	\$9,916,135	\$12,128,894	\$14,341,653	\$16,831,008	\$19,320,362

5. **Critical workforces:** By 2021-22, UNCW will produce 2,125 critical workforce credentials, an increase of 34.2% (542 additional critical workforce credentials over a base of 1,583).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
1,583	1,664	1,773	1,881	2,003	2,125

¹ Since improvement efforts may take time to produce results, interim benchmarks (except in the case of rural enrollments) are phased in according to the following schedule: Year 1: base + 15% of total improvement; Year 2: base + 35%; Year 3, base + 55%; Year 4: base + 77.5%; Year 5: base + 100%.

² Interim benchmarks for rural enrollments are phased in according to the following schedule: Year 1: base + 20% of total improvement; Year 2: base + 45%; Year 3: base + 72%; Year 4: base + 100%.

Improve

1. **Low-income completions:** By 2021-22, UNCW will produce 1,406 low-income graduates, an increase of 26.7% (296 additional low-income completions over a base of 1,110).

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
1,110	1,154	1,214	1,273	1,339	1,406

2. **Rural completions:** By 2021-22, UNCW will produce 1,080 rural graduates, an increase of 15.8% (147 additional rural completions over a base of 933).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
933	955	984	1,014	1,047	1,080

3. **Five-year graduation rates:** By 2022, UNCW will improve its five-year graduation rate from any accredited institution to 81.6%. This is an improvement over a base of 78.4% for UNCW's 2010 cohort.^{3*}

Interim Benchmarks:

Base (2010 cohort)	2013	2014	2015	2016	2017
78.4%	78.9%	79.5%	80.2%	80.9%	81.6%

Sustain

1. **Undergraduate degree efficiency:** By 2021-22, UNCW will maintain its undergraduate degree efficiency at its current level of 26.1.

³ Baseline data reflect the five-year graduation rate for the 2010 cohort as of July 1, 2017.

HIGHER EXPECTATIONS

UNC SYSTEM PERFORMANCE AGREEMENT

In January 2017, the Board of Governors of the University of North Carolina unanimously approved *Higher Expectations*, a five-year Strategic Plan for the UNC System. The Plan calls on the UNC System to achieve ambitious goals in access, student success, affordability and efficiency, economic impact and community engagement, and institutional excellence and diversity.

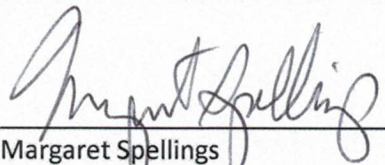
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor M. Lindsay Bierman have established this agreement to identify the contributions that the University of North Carolina School of the Arts aspires to make to the UNC Strategic Plan over the next five years.

Recognizing that the UNC System's greatest strength lies in the distinct missions of its universities, the performance framework provides leaders with an opportunity to identify System-level commitments that align with institution-level priorities. UNCSA, in consultation with the UNC System office, has categorized the nine System-level metrics into three tiers:

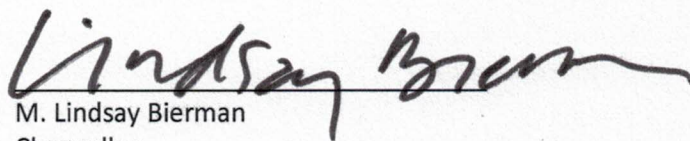
1. The **Prioritize** category identifies the five metrics that are top priorities for UNCSA over the next five years; these metrics are central to institutional success and existing improvement efforts.
2. The **Improve** category contains three metrics that are secondary priorities that an institution will work to enhance.
3. The **Sustain** category contains one metric on which an institution will work to maintain its level of performance.

In addition to identifying priorities, this performance framework acknowledges cases in which institutions have taken on ambitious goals that exceed expectations. UNCSA's *stretch goal* is marked with an asterisk.

The sizable contributions of the University of North Carolina School of the Arts to the UNC Strategic Plan—especially UNCSA's *stretch goal* to increase the number of graduates from the state's rural counties—will amplify the UNC System's role as the "mighty engine" of North Carolina, creating a better future for the state's communities, families, and economy.



Margaret Spellings
President
University of North Carolina



M. Lindsay Bierman
Chancellor
University of North Carolina School of the Arts



University of North Carolina School of the Arts:
Five-year Goals and Associated Interim Benchmarks

Prioritize

1. **Rural enrollments¹:** By fall 2021, UNCSA will enroll 165 rural students, a 6.5% increase over 2016 levels (10 additional rural students over a base of 155).

Interim benchmarks²:

Base (2016)	Fall 2018	Fall 2019	Fall 2020	Fall 2021
155	157	160	162	165

2. **Rural completions:** By 2021-22, UNCSA will produce 21 rural graduates, an increase of 31.3% (5 additional rural completions over a base of 16).*

Interim Benchmarks³:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
16	17	18	19	20	21

3. **Five-year graduation rates:** By 2022, UNCSA will improve its five-year graduation rate from any accredited institution to 70.6%. This is an improvement over a base of 67.6% for UNCSA's 2010 cohort.⁴

Interim Benchmarks:

Base (2010 cohort)	2013	2014	2015	2016	2017
67.6%	68.1%	68.7%	69.3%	69.9%	70.6%

4. **Achievement gaps in undergraduate degree efficiency:** By 2021-22, UNCSA will reduce by 50% the achievement gap in undergraduate degree efficiency among rural students.

Interim Benchmarks:

Rural Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
13.3	13.8	14.5	15.1	15.9	16.6

5. **Critical workforces:** By 2021-22, UNCSA will produce 14 critical workforce credentials (14 additional critical workforce credentials over a base of 0).

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
0	2	5	8	11	14

¹ Note that enrollment data listed here include UNCSA's high school students.

² Interim benchmarks for rural enrollments are phased in according to the following schedule: Year 1: base + 20% of total improvement; Year 2: base + 45%; Year 3: base + 72%; Year 4: base + 100%.

³ Since improvement efforts may take time to produce results, interim benchmarks (except in the case of rural enrollments) are phased in according to the following schedule: Year 1: base + 15% of total improvement; Year 2: base + 35%; Year 3, base + 55%; Year 4: base + 77.5%; Year 5: base + 100%.

⁴ Baseline data reflect the five-year graduation rate for the 2010 cohort as of July 1, 2017.

Improve

1. **Low-income enrollments⁵:** By fall 2021, UNCSA will enroll 182 low-income students, a 7.7% increase over 2015 levels (13 additional low-income students over a base of 169).

Interim benchmarks:

Base (2015)	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
169	171	174	176	179	182

2. **Low-income completions:** By 2021-22, UNCSA will produce 43 low-income graduates, an increase of 30.3% (10 additional low-income completions over a base of 33).

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
33	35	37	39	41	43

3. **Undergraduate degree efficiency:** By 2021-22, UNCSA will improve its undergraduate degree efficiency to 20.0 over a base of 19.1.

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
19.1	19.2	19.4	19.6	19.8	20.0

Sustain

1. **Research productivity:** By 2021-22, UNCSA will receive \$151,018 in research and development sponsored program awards and licensing income, an increase of 5% (\$7,171 additional over a five year average base of \$143,847).

⁵ Note that enrollment data listed here include UNCSA's high school students.

HIGHER EXPECTATIONS

UNC SYSTEM PERFORMANCE AGREEMENT

In January 2017, the Board of Governors of the University of North Carolina unanimously approved *Higher Expectations*, a five-year Strategic Plan for the UNC System. The Plan calls on the UNC System to achieve ambitious goals in access, student success, affordability and efficiency, economic impact and community engagement, and institutional excellence and diversity.

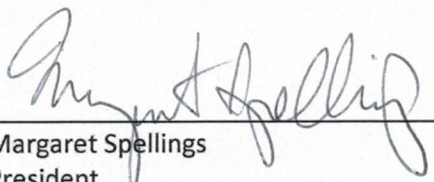
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor David O. Belcher have established this agreement to identify the contributions that Western Carolina University aspires to make to the UNC Strategic Plan over the next five years.

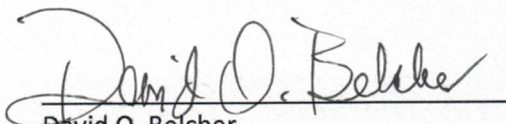
Recognizing that the UNC System's greatest strength lies in the distinct missions of its universities, the performance framework provides leaders with an opportunity to identify System-level commitments that align with institution-level priorities. Western Carolina, in consultation with the UNC System office, has categorized the nine System-level metrics into three tiers:

1. The **Prioritize** category identifies the five metrics that are top priorities for WCU over the next five years; these metrics are central to institutional success and existing improvement efforts.
2. The **Improve** category contains three metrics that are secondary priorities that an institution will work to enhance.
3. The **Sustain** category contains one metric on which an institution will work to maintain its level of performance.

In addition to identifying priorities, this performance framework acknowledges cases in which institutions have taken on ambitious goals that exceed expectations. Western Carolina's *stretch goals* are marked with an asterisk.

Western Carolina University's sizable contributions to the UNC Strategic Plan—especially its five *stretch goals*—will amplify the UNC System's role as the "mighty engine" of North Carolina, creating a better future for the state's communities, families, and economy.


Margaret Spellings
President
University of North Carolina


David O. Belcher
Chancellor
Western Carolina University



Western Carolina University:
Five-year Goals and Associated Interim Benchmarks

Prioritize

1. **Low-income enrollments:** By fall 2021, WCU will enroll 3,706 low-income students, a 14.3% increase over 2015 levels (463 additional low-income students over a base of 3,243).*

Interim benchmarks¹:

Base (2015)	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
3,243	3,312	3,405	3,498	3,602	3,706

2. **Rural enrollments:** By fall 2021, WCU will enroll 4,975 rural students, a 10.9% increase over 2016 levels (488 additional rural students over a base of 4,487).*

Interim benchmarks²:

Base (2016)	Fall 2018	Fall 2019	Fall 2020	Fall 2021
4,487	4,585	4,707	4,838	4,975

3. **Low-income completions:** By 2021-22, WCU will produce 1,140 low-income graduates, an increase of 31.8% (275 additional low-income completions over a base of 865).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
865	906	961	1,016	1,078	1,140

4. **Rural completions:** By 2021-22, WCU will produce 1,263 rural graduates, an increase of 17.1% (184 additional rural completions over a base of 1,079).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
1,079	1,107	1,143	1,180	1,222	1,263

5. **Critical workforces:** By 2021-22, WCU will produce 1,372 critical workforce credentials, an increase of 24.2% (267 additional critical workforce credentials over a base of 1,105).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
1,105	1,145	1,198	1,252	1,312	1,372

¹ Since improvement efforts may take time to produce results, interim benchmarks (except in the case of rural enrollments) are phased in according to the following schedule: Year 1: base + 15% of total improvement; Year 2: base + 35%; Year 3: base + 55%; Year 4: base + 77.5%; Year 5: base + 100%.

² Interim benchmarks for rural enrollments are phased in according to the following schedule: Year 1: base + 20% of total improvement; Year 2: base + 45%; Year 3: base + 72%; Year 4: base + 100%.

Improve

1. **Five-year graduation rates:** By 2022, WCU will improve its five-year graduation rate from any accredited institution to 64.7%. This is an improvement over a base of 59.4% for WCU's 2010 cohort.³

Interim Benchmarks:

Base (2010 cohort)	2013	2014	2015	2016	2017
59.4%	60.2%	61.3%	62.3%	63.5%	64.7%

2. **Undergraduate degree efficiency:** By 2021-22, WCU will improve its undergraduate degree efficiency to 26.0 over a base of 25.5.

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
25.5	25.6	25.7	25.8	25.9	26.0

3. **Achievement gaps in undergraduate degree efficiency:** By 2021-22, WCU will reduce by 50% the achievement gap in undergraduate degree efficiency among male students.

Interim Benchmarks:

Male Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
23.1	23.4	23.9	24.3	24.8	25.3

Sustain

1. **Research productivity:** By 2021-22, WCU will receive \$6,369,161 in research and development sponsored program awards and licensing income, an increase of 15% (\$830,760 additional over a base of \$5,538,401).

³ Baseline data reflect the five-year graduation rate for the 2010 cohort as of July 1, 2017.

HIGHER EXPECTATIONS

UNC SYSTEM PERFORMANCE AGREEMENT

In January 2017, the Board of Governors of the University of North Carolina unanimously approved *Higher Expectations*, a five-year Strategic Plan for the UNC System. The Plan calls on the UNC System to achieve ambitious goals in access, student success, affordability and efficiency, economic impact and community engagement, and institutional excellence and diversity.

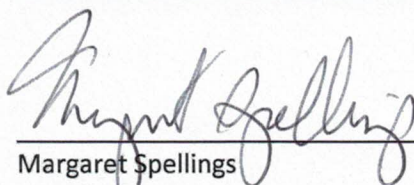
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor Elwood L. Robinson have established this agreement to identify the contributions that Winston-Salem State University aspires to make to the UNC Strategic Plan over the next five years.

Recognizing that the UNC System's greatest strength lies in the distinct missions of its universities, the performance framework provides leaders with an opportunity to identify System-level commitments that align with institution-level priorities. WSSU, in consultation with the UNC System office, has categorized the nine System-level metrics into three tiers:

1. The **Prioritize** category identifies the five metrics that are top priorities for WSSU over the next five years; these metrics are central to institutional success and existing improvement efforts.
2. The **Improve** category contains three metrics that are secondary priorities that an institution will work to enhance.
3. The **Sustain** category contains one metric on which an institution will work to maintain its level of performance.

In addition to identifying priorities, this performance framework acknowledges cases in which institutions have taken on ambitious goals that exceed expectations. WSSU's *stretch goals* are marked with an asterisk.

Winston-Salem State University's sizable contributions to the UNC Strategic Plan—especially its three *stretch goals*—will amplify the UNC System's role as the “mighty engine” of North Carolina, creating a better future for the state's communities, families, and economy.



Margaret Spellings
President
University of North Carolina



Elwood L. Robinson
Chancellor
Winston-Salem State University



Winston-Salem State University:
Five-year Goals and Associated Interim Benchmarks

Prioritize

1. **Low-income completions:** By 2021-22, WSSU will produce 711 low-income graduates, an increase of 23.7% (136 additional low-income completions over a base of 575).

Interim Benchmarks¹:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
575	595	623	650	680	711

2. **Rural completions:** By 2021-22, WSSU will produce 455 rural graduates, an increase of 13.2% (53 additional rural completions over a base of 402).

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
402	410	421	431	443	455

3. **Five-year graduation rates:** By 2022, WSSU will improve its five-year graduation rate from any accredited institution to 52.2%. This is an improvement over a base of 45.2% for WSSU's 2010 cohort.^{2*}

Interim Benchmarks:

Base (2010 cohort)	2013	2014	2015	2016	2017
45.2%	46.3%	47.7%	49.1%	50.6%	52.2%

4. **Achievement gaps in undergraduate degree efficiency:** By 2021-22, WSSU will reduce by 50% the achievement gap in undergraduate degree efficiency among male students.

Interim Benchmarks:

Male Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
18.6	19.0	19.5	20.1	20.7	21.3

5. **Critical workforces:** By 2021-22, WSSU will produce 1,108 critical workforce credentials, an increase of 31.9% (268 additional critical workforce credentials over a base of 840).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
840	880	934	987	1,048	1,108

¹ Since improvement efforts may take time to produce results, interim benchmarks (except in the case of rural enrollments) are phased in according to the following schedule: Year 1: base + 15% of total improvement; Year 2: base + 35%; Year 3, base + 55%; Year 4: base + 77.5%; Year 5: base + 100%.

² Baseline data reflect the five-year graduation rate for the 2010 cohort as of July 1, 2017.

Improve

1. **Low-income enrollments:** By fall 2021, WSSU will enroll 2,940 low-income students, an 8.0% increase over 2015 levels (218 additional low-income students over a base of 2,722).

Interim benchmarks:

Base (2015)	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
2,722	2,755	2,798	2,842	2,891	2,940

2. **Rural enrollments:** By fall 2021, WSSU will enroll 1,571 rural students, a 6.1% increase over 2016 levels (90 additional rural students over a base of 1,481).

Interim benchmarks³:

Base (2016)	Fall 2018	Fall 2019	Fall 2020	Fall 2021
1,481	1,499	1,522	1,546	1,571

3. **Research productivity:** By 2021-22, WSSU will receive \$11,037,286 in research and development sponsored program and licensing income, an increase of 5.0% (\$523,582 additional over a base of \$10,513,704).

Interim Benchmarks:

Base (FY16)	FY18	FY19	FY20	FY21	FY22
\$10,513,704	\$10,592,241	\$10,696,958	\$10,801,674	\$10,919,480	\$11,037,286

Sustain

1. **Undergraduate degree efficiency:** By 2021-22, WSSU will improve its undergraduate degree efficiency to 24.9 over a base of 22.4.*

³ Interim benchmarks for rural enrollments are phased in according to the following schedule: Year 1: base + 20% of total improvement; Year 2: base + 45%; Year 3: base + 72%; Year 4: base + 100%.