

Mission Review Action Items

The Board of Governors is requested to approve proposed changes to campus mission statements as proposed in the four categories below:

- I. No substantive change
- II. Changes to more clearly delineate the mix of currently approved graduate programs
- III. Postponement of action to allow for the development and delivery of additional doctoral programs pending approval of new programs
- IV. Postponement of action pending further revisions

Please find institutions falling within each of the four categories and their proposed mission statements.

- I. Seven campuses have requested no substantive change to current mission statements. They are:

East Carolina University
North Carolina A&T State University
North Carolina State University
University of North Carolina Chapel Hill
University of North Carolina Charlotte
University of North Carolina Greensboro
University of North Carolina School of the Arts

BOG approval is requested, as submitted. (VOTE)

**Proposed Mission Statements
For
East Carolina University**

To be a national model for student success, public service and regional transformation, East Carolina University:

- Uses innovative learning strategies and delivery methods to maximize access;
- Prepares students with the knowledge, skills and values to succeed in a global, multicultural society;
- Develops tomorrow's leaders to serve and inspire positive change;
- Discovers new knowledge and innovations to support a thriving future for eastern North Carolina and beyond;
- Transforms health care, promotes wellness, and reduces health disparities; and
- Improves quality of life through cultural enrichment, academics, the arts, and athletics.

We accomplish our mission through education, research, creative activities, and service while being good stewards of the resources entrusted to us.

**Proposed Mission Statements
For
North Carolina A&T State University**

The proposed mission statement for North Carolina A&T State University is as follows:

North Carolina Agricultural and Technical State University is an 1890 land-grant doctoral research university dedicated to learning, discovery, and community engagement. The University provides a wide range of educational opportunities from bachelor's to doctoral degrees in both traditional and online environments. With an emphasis on preeminence in STEM and a commitment to excellence in all its educational, research, and outreach programs, North Carolina A&T fosters a climate of economic competitiveness that prepares students for the global society.

**Proposed Mission Statements
For
North Carolina State University**

As a research-extensive land-grant university, North Carolina State University is dedicated to excellent teaching, the creation and application of knowledge, and engagement with public and private partners. By uniting our strength in science and technology with a commitment to excellence in a comprehensive range of disciplines, NC State promotes an integrated approach to problem solving that transforms lives and provides leadership for social, economic, and technological development across North Carolina and around the world.

**Proposed Mission Statements
For
University of North Carolina Chapel Hill**

The proposed mission statement for UNC Chapel Hill is as follows:

The University of North Carolina at Chapel Hill, the nation's first public university, serves North Carolina, the United States, and the world through teaching, research, and public service. We embrace an unwavering commitment to excellence as one of the world's great research universities.

Our mission is to serve as a center for research, scholarship, and creativity and to teach a diverse community of undergraduate, graduate, and professional students to become the next generation of leaders. Through the efforts of our exceptional faculty and staff, and with generous support from North Carolina's citizens, we invest our knowledge and resources to enhance access to learning and to foster the success and prosperity of each rising generation. We also extend knowledge-based services and other resources of the university to the citizens of North Carolina and their institutions to enhance the quality of life for all people in the State.

With lux, libertas--light and liberty--as its founding principles, the university has charted a bold course of leading change to improve society and to help solve the world's greatest problems.

Proposed Mission Statements
For
University of North Carolina Charlotte

UNC Charlotte is North Carolina's urban research university. It leverages its location in the state's largest city to offer internationally competitive programs of research and creative activity, exemplary undergraduate, graduate, and professional programs, and a focused set of community engagement initiatives. UNC Charlotte maintains a particular commitment to addressing the cultural, economic, educational, environmental, health, and social needs of the greater Charlotte region.

In fulfilling this mission, we value:

- Accessible and affordable quality education that equips students with intellectual and professional skills, ethical principles, and an international perspective.
 - A strong foundation in liberal arts and opportunities for experiential education to enhance students' personal and professional growth.
 - A robust intellectual environment that values social and cultural diversity, free expression, collegiality, integrity, and mutual respect.
 - A safe, diverse, team-oriented, ethically responsible, and respectful workplace environment that develops the professional capacities of our faculty and staff.
- To achieve a leadership position in higher education, we will:
- Implement our Academic Plan and related administrative plans.
 - Rigorously assess our progress using benchmarks appropriate to the goals articulated by our programs and in our plans.
 - Serve as faithful stewards of the public and private resources entrusted to us and provide effective and efficient administrative services that exceed the expectations of our diverse constituencies.
 - Create meaningful collaborations among university, business, and community leaders to address issues and opportunities of the region.
 - Develop an infrastructure that makes learning accessible to those on campus and in our community and supports the scholarly activities of the faculty.
 - Pursue opportunities to enhance personal wellness through artistic, athletic, or recreational activities.
 - Operate an attractive, environmentally responsible and sustainable campus integrated with the retail and residential neighborhoods that surround us.

Proposed Mission Statements
For
University of North Carolina Greensboro

The University of North Carolina at Greensboro will redefine the public research university for the 21st century as an inclusive, collaborative, and responsive institution making a difference in the lives of students and the communities it serves. UNCG is:

- A learner-centered, accessible, and inclusive community fostering intellectual inquiry to prepare students for meaningful lives and engaged citizenship;
- An institution offering classes on campus, off campus, and online for degree-seeking students and life-long learners;
- A research university where collaborative scholarship and creative activity enhance quality of life across the lifespan;
- A source of innovation and leadership meeting social, economic, and environmental challenges in the Piedmont Triad, North Carolina, and beyond; and
- A global university integrating intercultural and international experiences and perspectives into learning, discovery, and service.

Proposed Mission Statements
For
University of North Carolina School of the Arts

The proposed mission statement for UNC School of the Arts is as follows:

The University of North Carolina School of the Arts provides gifted emerging artists with the experience, knowledge, and skills needed to excel in their disciplines and in their lives, and serves and enriches the cultural and economic prosperity of the people of North Carolina and the nation. UNCSCA is the state's unique professional school for the performing, visual and moving image arts, training students at the high school, undergraduate and master's levels for professional careers in the arts.

APPENDIX N

- II. Consultants recommended that the mission statements of six universities be amended to more clearly delineate the mix of currently approved graduate programs. These include:

Appalachian State University
North Carolina Central University
University of North Carolina Asheville
University of North Carolina Pembroke
Western Carolina University
Winston-Salem State University

Board of Governors approval is requested as attached. **(VOTE)**

Proposed Mission Statement
For
Appalachian State University

Appalachian State University prepares students to lead purposeful lives as engaged global citizens who understand their responsibilities in creating a sustainable future for all.

Our location in the distinctive Appalachian mountain town of Boone, North Carolina, profoundly shapes who we are. As a constituent institution of the University of North Carolina, we fulfill our core academic missions of teaching, scholarship, and service in ways that honor our geography and heritage.

We bring people together in inspiring ways. The transformational Appalachian experience develops individuals who are eager to acquire and create knowledge, to grow holistically, to act with passion and determination, to embrace diversity and difference, and to become contributing members of society.

We create rich environments where students can thrive. Our students are educated broadly and are simultaneously equipped with strong disciplinary knowledge. Academic learning occurs in a wide range of undergraduate, selected masters and intermediate programs and the doctorate in Education offered on campus, at off campus sites, and on line. Faculty and students engage in research and scholarship that advance knowledge and address the problems of our region, state, and world through creativity and innovation. Learning takes place within formal and informal instructional settings with dedicated faculty members, in co-curricular programs that enrich classroom experience in interdisciplinary educational formats, and through outreach to the local community and beyond. Appalachian cultivates diverse and vibrant arts that enrich the cultural and intellectual climate of the campus and region. We promote a spirit of inclusion that inspires students, faculty, and staff to form relationships extending well beyond graduation. Our students think critically, communicate effectively, make local to global connections, and understand the responsibilities of community engagement. We embrace our obligation to help create healthy, just, and sustainable societies, by equipping our students to live with knowledge, compassion, dedication, humility, and dignity.

Proposed Mission Statement
For
North Carolina Central University

Historical Statement

North Carolina Central University was founded in 1909 as the National Religious Training School and Chautauqua by Dr. James Edward Shepard. It became the first public liberal arts institution for African Americans in the nation. The University is now a master's comprehensive institution that offers bachelors and master's degrees, a Juris Doctor, and a PhD in Integrated Biosciences to a diverse student population.

Mission

North Carolina Central University, with a strong tradition of teaching, research, and service, prepares students to become global leaders and practitioners who transform communities. Through a nationally recognized law school, highly acclaimed and innovative programs in the visual and performing arts, sciences, business, humanities, and education programs, NCCU students are engaged problem solvers. Located in the Research Triangle, the University advances research in the biotechnological, biomedical, informational, computational, behavioral, social and health sciences. Our students enhance the quality of life of citizens and the economic development of North Carolina, the nation, and the world.

Proposed Mission Statement
For
University of North Carolina Asheville

UNC Asheville is distinctive in the UNC system as its designated liberal arts university. Our practice of the liberal arts emphasizes the centrality of learning and discovery through exemplary teaching, innovative scholarship, creative expression, co-curricular activities, undergraduate research, engaged service, and practical experience. UNC Asheville is primarily undergraduate, with all programs of study leading to the bachelor's degree, with the exceptions of teacher licensure programs and the master's degree in Liberal Arts and Sciences (MLAS). UNC Asheville offers a liberal arts education characterized by high quality faculty- student interaction. We offer this challenging educational experience to all promising students who are committed to liberal learning and personal growth.

Our liberal arts educational approach emphasizes life skills including critical thinking, clear and thoughtful expression, and honest open inquiry. Students undertake concentrated study in one area while simultaneously developing an understanding of the connections among disciplines. We encourage students to clarify, develop and live their own values while respecting the views and beliefs of others. In addition we cultivate an understanding of the dimensions of human diversity while recognizing the common humanity of all. We believe a quality liberal arts education enables our graduates to be lifelong learners and to lead successful, flourishing lives as leaders and contributors to their communities.

At UNC Asheville, we respond to the conditions and concerns of the contemporary world both as individuals and as a university. We incorporate economic, social and environmental sustainability into our institutional practices and curriculum. With a range of associated centers, partnerships, and initiatives, we fulfill our public responsibility to address the needs of our community through a continuum of learning. We develop a commitment to continuing service characterized by an informed, responsible, and creative engagement with the Asheville area, the southern Appalachian region, the state of North Carolina, and a diverse and increasingly connected world.

Proposed Mission Statement
For
University of North Carolina Pembroke

Founded in 1887 as a school for the education of American Indians, The University of North Carolina at Pembroke now serves a distinctly diverse student body and encourages inclusion and appreciation for the values of all people. UNC Pembroke exists to promote excellence in teaching and learning, at the master's and undergraduate levels, in an environment of free inquiry, interdisciplinary collaboration, and rigorous intellectual standards.

Our diversity and our commitment to personalized teaching uniquely prepare our students for rewarding careers, postgraduate education, leadership roles, and fulfilling lives. We cultivate an international perspective, rooted in our service to and appreciation of our multi-ethnic regional society, which prepares citizens for engagement in global society. Students are encouraged to participate in activities that develop their intellectual curiosity and mold them into responsible stewards of the world.

UNCP faculty and staff are dedicated to active student learning, engaged scholarship, high academic standards, creative activity, and public service. We celebrate our heritage as we enhance the intellectual, cultural, economic, and social life of the region.

**Proposed Mission Statement
For
Western Carolina University**

Our Mission (who we are):

Western Carolina University creates learning opportunities that incorporate teaching, research, service, and engagement through on campus, off campus, on-line and international experiences. The university focuses its undergraduate, master's and three doctoral programs, educational outreach, research, creative, and cultural activities to sustain and improve individual lives and enhance economic and community development in Western Carolina and beyond.

Our Core Values and Guiding Principles (what guides and inspires us):

- Excellence, Scholarship, Teaching and Learning
- Collaboration with and Respect for our Communities
- Free and Open Interchange of Ideas
- Responsible Stewardship and Organizational Effectiveness
- Organizational and Environmental Sustainability
- Cultural Diversity and Equal Opportunity

Our Vision Statement (who we want to be):

To be a national model for student learning and engagement that embraces its responsibilities as a regionally engaged university.

**Proposed Mission Statement
For
Winston-Salem State University**

Preparing diverse students for success in the 21st Century, Winston-Salem State University offers quality baccalaureate and master's level programs and three doctorates. Students are engaged in active and experiential learning and have access to education through flexible delivery modes. The university is dedicated to the development of students through excellence in teaching, scholarship, and service. As a comprehensive, historically Black constituent institution of the University of North Carolina, Winston-Salem State University contributes to the social, cultural, intellectual, and economic growth of the region, North Carolina and beyond.

APPENDIX N

- III. Two campuses have requested changes to current mission statements to allow for the development and delivery of additional doctoral programs. These campuses are:

Fayetteville State University
University of North Carolina Wilmington

No change to current mission statements are proposed at this time. **(VOTE)**

Pending BOG authorization of the proposed PhD in Entrepreneurship, BOG will be requested to approve changes to the FSU mission statement, as attached.

Pending BOG authorization of a proposed Doctor of Nursing Practice program, BOG will be requested to approve changes to the UNCW mission statement, as attached.

**Proposed Mission Statement
For
Fayetteville State University***

Fayetteville State University (FSU) is a public comprehensive regional university that promotes the educational, social, cultural, and economic transformation of southeastern North Carolina and beyond. The primary mission of FSU is to provide students with the highest quality learning experiences that will produce global citizens and leaders as change agents for shaping the future of the State. Awarding degrees at the baccalaureate and master's levels, a doctorate in Educational Leadership, and a research-based doctorate in entrepreneurship, FSU offers programs in teacher education, the arts and sciences, health professions, business and economics, and unique and emerging fields. FSU is an institution of opportunity and diversity. Committed to excellence in teaching, research, scholarship, and service, the university extends its services and programs to the community, including the military, and other educational institutions throughout North Carolina, the nation, and the world.

*** Mission revision recommended if the BOG approves the doctorate in Entrepreneurship.
No action taken at this time.**

**Proposed Mission Statement
For
University of North Carolina Wilmington***

The University of North Carolina Wilmington, the state's coastal university, is dedicated to the comprehensive journey of learning through the integration of teaching and mentoring with research and service. Our commitment to the power of ideas and innovation engages students in creative inquiry, critical thinking, thoughtful expression, and responsible citizenship. High-quality academic programs are primarily at the baccalaureate and master's levels and include doctoral programs in marine biology, educational leadership, and nursing practice as well as University of North Carolina inter-institutional degree programs that address state and regional needs and build upon institutional strengths. Substantial research and creative activity recognized teaching excellence, and collaborative faculty-student scholarship shape a vibrant learning community and foster personal and professional accomplishment. We are committed to diversity and inclusion, affordable access, regional responsiveness, and global perspectives. We enrich the quality of life through scholarly engagement and application in areas such as marine and coastal issues, health, the environment education, the arts, and the economy.

*** Mission revision recommended if the BOG approves the doctorate in Nursing Practice.
No action taken at this time.**

APPENDIX N

- IV. Consistent with consultant recommendations, Elizabeth City State University has been requested to develop a revised, more sharply focused mission statement. This revised mission statement will be submitted to President Ross no later than March 21, 2014 and brought to the BOG for approval at a subsequent meeting. **(NO ACTION)**

Elizabeth City State University's current mission statement is included below:

Elizabeth City State University, a constituent institution of the University of North Carolina, offers baccalaureate, graduate, and professional programs for a diverse student body. The institution's rich heritage provides a firm foundation for its educational endeavors, as well as its role in serving the needs and aspirations of individuals and society.

Through teaching, research, and community engagement, Elizabeth City State University provides a student-centered environment, delivered in a manner that enhances student learning, while preparing its graduates for leadership roles and lifelong learning. The university is also a leader in facilitating sustainable economic growth, while safeguarding the unique culture and natural resources of the region.