

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.

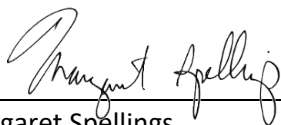
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor Thomas E. H. Conway, Jr. have established this agreement to identify the contributions that Elizabeth City 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:

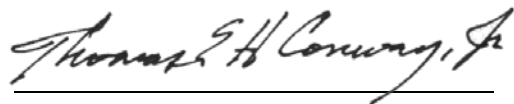
1. The **Prioritize** category identifies the five metrics that are top priorities for ECSU over the next five years; these metrics are central to institutional success and existing improvement efforts.
2. The **Improve** category contains three metrics that are secondary priorities that an institution 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).