

# 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.

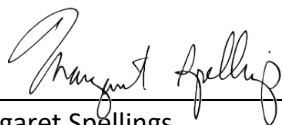
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor Johnson O. Akinleye have established this agreement to identify the contributions that North Carolina Central 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 Benchmarks<sup>1</sup>:

| 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.<sup>2\*</sup>

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    |

<sup>1</sup> 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%.

<sup>2</sup> 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).