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.
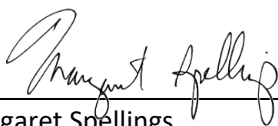
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor Mary K. Grant have established this agreement to identify the contributions that the University of North 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

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 benchmarks[1]:

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 Benchmarks[2]:

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

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[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 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).

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