

# 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.

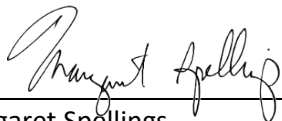
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor M. Lindsay Bierman have established this agreement to identify the contributions that the University of North 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 enrollments<sup>1</sup>:** 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 benchmarks<sup>2</sup>:

| 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 Benchmarks<sup>3</sup>:

| 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.<sup>4</sup>

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      |

<sup>1</sup> Note that enrollment data listed here include UNCSA's high school students.

<sup>2</sup> 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%.

<sup>3</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>4</sup> Baseline data reflect the five-year graduation rate for the 2010 cohort as of July 1, 2017.

## ***Improve***

1. **Low-income enrollments**<sup>5</sup>: 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).

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<sup>5</sup> Note that enrollment data listed here include UNCSA's high school students.