

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.

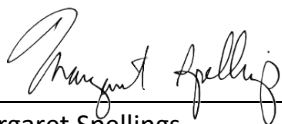
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor David O. Belcher have established this agreement to identify the contributions that Western Carolina University 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. Western Carolina, in consultation with the UNC System office, has categorized the nine System-level metrics into three tiers:

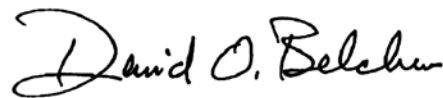
1. The **Prioritize** category identifies the five metrics that are top priorities for WCU over the next five years; these metrics are central to institutional success and existing improvement efforts.
2. The **Improve** category contains three metrics that are secondary priorities that an institution 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. Western Carolina's *stretch goals* are marked with an asterisk.

Western Carolina University's sizable contributions to the UNC Strategic Plan—especially its five *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



David O. Belcher
Chancellor
Western Carolina University



Western Carolina University:
Five-year Goals and Associated Interim Benchmarks

Prioritize

1. **Low-income enrollments:** By fall 2021, WCU will enroll 3,706 low-income students, a 14.3% increase over 2015 levels (463 additional low-income students over a base of 3,243).*

Interim benchmarks¹:

Base (2015)	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
3,243	3,312	3,405	3,498	3,602	3,706

2. **Rural enrollments:** By fall 2021, WCU will enroll 4,975 rural students, a 10.9% increase over 2016 levels (488 additional rural students over a base of 4,487).*

Interim benchmarks²:

Base (2016)	Fall 2018	Fall 2019	Fall 2020	Fall 2021
4,487	4,585	4,707	4,838	4,975

3. **Low-income completions:** By 2021-22, WCU will produce 1,140 low-income graduates, an increase of 31.8% (275 additional low-income completions over a base of 865.)*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
865	906	961	1,016	1,078	1,140

4. **Rural completions:** By 2021-22, WCU will produce 1,263 rural graduates, an increase of 17.1% (184 additional rural completions over a base of 1,079).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
1,079	1,107	1,143	1,180	1,222	1,263

5. **Critical workforces:** By 2021-22, WCU will produce 1,372 critical workforce credentials, an increase of 24.2% (267 additional critical workforce credentials over a base of 1,105).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
1,105	1,145	1,198	1,252	1,312	1,372

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%.

Improve

1. **Five-year graduation rates:** By 2022, WCU will improve its five-year graduation rate from any accredited institution to 64.7%. This is an improvement over a base of 59.4% for WCU's 2010 cohort.³

Interim Benchmarks:

Base (2010 cohort)	2013	2014	2015	2016	2017
59.4%	60.2%	61.3%	62.3%	63.5%	64.7%

2. **Undergraduate degree efficiency:** By 2021-22, WCU will improve its undergraduate degree efficiency to 26.0 over a base of 25.5.

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
25.5	25.6	25.7	25.8	25.9	26.0

3. **Achievement gaps in undergraduate degree efficiency:** By 2021-22, WCU 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
23.1	23.4	23.9	24.3	24.8	25.3

Sustain

1. **Research productivity:** By 2021-22, WCU will receive \$6,369,161 in research and development sponsored program awards and licensing income, an increase of 15% (\$830,760 additional over a base of \$5,538,401).

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