

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.

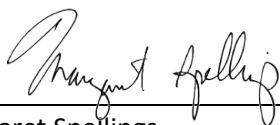
Progress on these goals and metrics will be achieved through the hard work and commitment of institutional leaders, faculty, and staff. In that spirit, President Margaret Spellings and Chancellor Elwood L. Robinson have established this agreement to identify the contributions that Winston-Salem State 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. WSSU, 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 WSSU 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. WSSU's *stretch goals* are marked with an asterisk.

Winston-Salem State University'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



Elwood L. Robinson
Chancellor
Winston-Salem State University



Winston-Salem State University:
Five-year Goals and Associated Interim Benchmarks

Prioritize

1. **Low-income completions:** By 2021-22, WSSU will produce 711 low-income graduates, an increase of 23.7% (136 additional low-income completions over a base of 575).

Interim Benchmarks¹:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
575	595	623	650	680	711

2. **Rural completions:** By 2021-22, WSSU will produce 455 rural graduates, an increase of 13.2% (53 additional rural completions over a base of 402).

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
402	410	421	431	443	455

3. **Five-year graduation rates:** By 2022, WSSU will improve its five-year graduation rate from any accredited institution to 52.2%. This is an improvement over a base of 45.2% for WSSU's 2010 cohort.^{2*}

Interim Benchmarks:

Base (2010 cohort)	2013	2014	2015	2016	2017
45.2%	46.3%	47.7%	49.1%	50.6%	52.2%

4. **Achievement gaps in undergraduate degree efficiency:** By 2021-22, WSSU 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
18.6	19.0	19.5	20.1	20.7	21.3

5. **Critical workforces:** By 2021-22, WSSU will produce 1,108 critical workforce credentials, an increase of 31.9% (268 additional critical workforce credentials over a base of 840).*

Interim Benchmarks:

Base (2015-16)	2017-18	2018-19	2019-20	2020-21	2021-22
840	880	934	987	1,048	1,108

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 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, WSSU will enroll 2,940 low-income students, an 8.0% increase over 2015 levels (218 additional low-income students over a base of 2,722).

Interim benchmarks:

Base (2015)	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
2,722	2,755	2,798	2,842	2,891	2,940

2. **Rural enrollments:** By fall 2021, WSSU will enroll 1,571 rural students, a 6.1% increase over 2016 levels (90 additional rural students over a base of 1,481).

Interim benchmarks³:

Base (2016)	Fall 2018	Fall 2019	Fall 2020	Fall 2021
1,481	1,499	1,522	1,546	1,571

3. **Research productivity:** By 2021-22, WSSU will receive \$11,037,286 in research and development sponsored program and licensing income, an increase of 5.0% (\$523,582 additional over a base of \$10,513,704).

Interim Benchmarks:

Base (FY16)	FY18	FY19	FY20	FY21	FY22
\$10,513,704	\$10,592,241	\$10,696,958	\$10,801,674	\$10,919,480	\$11,037,286

Sustain

1. **Undergraduate degree efficiency:** By 2021-22, WSSU will improve its undergraduate degree efficiency to 24.9 over a base of 22.4.*

³ 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%.