



AGENDA ITEM

A-4. UNC System Institutional Mission Statement Review..... David English

Situation: The Board of Governors of the University of North Carolina is responsible for making final determinations of mission and associated mission statements for each of the 17 UNC constituent institutions. The mission statement is the official document that broadly captures the core focus of the constituent institution and the distinctiveness of its approach to teaching, research, scholarship and creative activity, and public service.

Background: A primary objective of periodic mission reviews is to foster and ensure coordination of purpose and efforts of UNC System institutions. The reviews also allow constituent institutions the opportunity to request mission statement changes in response to campus changes or anticipated programmatic development. Jurisdiction for the review of institutional mission is assigned to the Committee on Educational Planning, Policies, and Programs by *The Code of the University of North Carolina (The Code)*. Specifically, the Committee:

...shall receive the advice and recommendations of the president and make recommendations to the Board in all areas pertaining to the development of a coordinated system of higher education in North Carolina, including: (a) the definition of mission and assignment of functions of each constituent institution.

Consistent with the provisions of *The Code* and Section 400.2.3[R] of the UNC Policy Manual, *Regulation on Mission Statements*, UNC System constituent institutions were instructed to review their established mission statements and notify the president of any recommended revisions. Ten of the 17 constituent institutions submitted requested revisions in accordance with the instructions provided by the president.

Assessment: Approval of the revised mission statements is recommended.

Action: This item requires a vote by the committee, with a vote by the full Board of Governors through the consent agenda.



THE
**UNIVERSITY OF
NORTH CAROLINA
SYSTEM**

UNC System Institutional Mission Statement Review

July 20, 2022

University of North Carolina System
Chapel Hill, North Carolina

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Introduction

When the University of North Carolina (UNC System) was re-designated in 1972 to include all 16 public four-year institutions of higher education, one of the primary responsibilities given to the University of North Carolina Board of Governors was to "...foster the development of a well-planned and coordinated system of higher education." One of the key activities the BOG oversees in the execution of this responsibility is periodically reviewing and updating institutional mission statements. The mission statement is the official document that broadly captures the core focus of the constituent institution and the distinctiveness of its approach to teaching, research, scholarship and creative activity, and public service.

The American higher education system is the largest and broadest in the world, with roughly 5,000 colleges and universities varying in size (from institutions with fewer than 100 students to those with nearly 70,000), mission (e.g. liberal arts, religious, special focus, comprehensive, research), control (public, private non-profit, private for-profit), and degree-granting authority (associate, baccalaureate, master's, doctorate). Institutional missions vary by the student population served, and institutions differ in the amount of resources they have available to them. The University of North Carolina System mirrors this, with significant breadth and diversity of institutional type and mission found at the 17 constituent institutions.

Background

The Board of Governors is responsible for making final determinations of mission and associated mission statements for each of the 17 UNC System constituent institutions, with the two most recent comprehensive reviews of mission statements conducted in 2009 and 2013. Section 400.2.3[R], *Regulation on Mission Statements*, provided guidance on the development and review of institutional mission statements. Each constituent institution draws from and supports the larger mission of the UNC System, which is identified in General Statute §116-1.

Each [institution] shares in the overall mission of the [UNC System]. That mission is to discover, create, transmit, and apply knowledge to address the needs of individuals and society. This mission is accomplished through instruction, which communicates the knowledge and values and imparts the skills necessary for individuals to lead responsible, productive, and personally satisfying lives; through research, scholarship, and creative activities, which advance knowledge and enhance the educational process; and through public service, which contributes to the solution of societal problems and enriches the quality of life in the State. In the fulfillment of this mission, the [UNC System] seeks an efficient use of available resources to ensure the highest quality in its service to the citizens of the State.

Teaching and learning constitute the primary service that the UNC System renders to society. Teaching, or instruction, is the primary responsibility of each of the constituent institutions. The relative importance of research and public service, which enhance teaching and learning, varies among the constituent institutions, depending on their overall missions.

A primary objective of periodic mission reviews is to foster and ensure coordination of purpose and efforts of UNC System institutions. The reviews also allow constituent institutions the opportunity to request

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mission statement changes in response to campus changes or anticipated programmatic development. Furthermore, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) outlines accreditation requirements for institutional mission statements and approval in a variety of sections in the *2018 Principles of Accreditation: Foundations for Quality Enhancement*. Section 2.1 identifies the expectations of review and approval of institutional mission statements:

The institution's governing board formally approves and periodically reviews the institution's mission statement. The board, in its review, reaffirms the mission statement and whether changes are made, thereby maintaining a cognizance of the previously agreed-upon scope of institutional activities, and ensuring that institutional policies, procedures, and activities remain compatible with and included in the mission statement.

Review Process

Chancellors were notified by the UNC System Office on February 8, 2022 that mission statements would be reviewed by the Board during their July 20-21, 2022 meeting. Institutions were provided with Section 400.2.3[R] of the UNC Policy Manual, *Regulation on Mission Statements*, and instructions on facilitating the campus review process. Institutions were allowed to submit requests through June 1, 2022; 10 of the 17 constituent institutions elected to do so. The proposed revisions were reviewed by staff at the UNC System Office, who then worked with the constituent institutions on any needed modifications.

The following pages contain the current mission statements for each of the UNC System constituent institutions and the proposed revisions for those that have requested a modification.

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Appalachian State University

Current Mission Statement:

Appalachian State University prepares students to lead purposeful lives as engaged global citizens who understand their responsibilities in creating a sustainable future for all. Our location in the distinctive Appalachian mountain town of Boone, North Carolina, profoundly shapes who we are. As a constituent institution of the University of North Carolina, we fulfill our core academic missions of teaching, scholarship, and service in ways that honor our geography and heritage.

We bring people together in inspiring ways. The transformational Appalachian experience develops individuals who are eager to acquire and create knowledge, to grow holistically, to act with passion and determination, to embrace diversity and difference, and to become contributing members of society.

We create rich environments where students can thrive. Our students are educated broadly and are simultaneously equipped with strong disciplinary knowledge. Academic learning occurs in a wide range of undergraduate, selected masters and intermediate programs, and the doctorate in education offered on campus, at off-campus sites, and online.

Faculty and students engage in research and scholarship that advance knowledge and address the problems of our region, state, and world through creativity and innovation. Learning takes place within formal and informal instructional settings with dedicated faculty members, in co-curricular programs that enrich classroom experience, in interdisciplinary educational formats, and through outreach to the local community and beyond. Appalachian cultivates diverse and vibrant arts that enrich the cultural and intellectual climate of the campus and region.

We promote a spirit of inclusion that inspires students, faculty, and staff to form relationships extending well beyond graduation. Our students think critically, communicate effectively, make local to global connections, and understand the responsibilities of community engagement. We embrace our obligation to help create healthy, just, and sustainable societies by equipping our students to live with knowledge, compassion, dedication, humility, and dignity.

Proposed Mission Statement:

Appalachian State University, a constituent member of the University of North Carolina System sustained by the generous support of North Carolinians, is a long-established public institution that honors our founding commitment to educational access and excellence and our rural mountain heritage through teaching, research, and service. The university's vibrant culture shapes students into globally minded, responsible members of society who engage with and actively contribute to their communities. Our exemplary faculty and staff prepare students in bachelor's, master's, and professional doctoral programs to be the leaders of the future.

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East Carolina University

Current Mission Statement:

To be a national model for student success, public service, and regional transformation, East Carolina University:

- Uses innovative learning strategies and delivery methods to maximize access;
- Prepares students with the knowledge, skills and values to succeed in a global, multicultural society;
- Develops tomorrow's leaders to serve and inspire positive change;
- Discovers new knowledge and innovations to support a thriving future for eastern North Carolina and beyond;
- Transforms health care, promotes wellness, and reduces health disparities; and
- Improves quality of life through cultural enrichment, academics, the arts, and athletics.
- We accomplish our mission through education, research, creative activities, and service while being good stewards of the resources entrusted to us.

Proposed Mission Statement:

No revisions requested.

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Elizabeth City State University

Current Mission Statement:

As a constituent institution of The University of North Carolina System, Elizabeth City State University offers baccalaureate, professional, and master's degrees for a diverse student body. Our mission is to promote economic, social, and environmental progress for the people of northeastern North Carolina, the state, and the nation.

We achieve our commitment to the highest quality education by maintaining a rigorous focus on academic excellence through liberal arts programs and using innovative and flexible technology-based instruction models to enhance our signature areas: integrating technology with education, improving human health and wellness, and advancing the natural and aviation sciences.

Through teaching, research, and community engagement, the institution's rich heritage and its current multicultural student-centered focus provide a firm foundation for its endeavors. It serves the needs and aspirations of individuals and society; producing graduates for leadership roles and life-long learning.

Proposed Mission Statement:

Elizabeth City State University ensures access to excellent, student-centered, experiential learning. ECSU offers bachelor's, professional, and master's degrees. Through practical education, applied research, and public and private partnerships, we prepare a diverse student body for personal and professional success to positively impact the region, state, nation, and beyond.

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Fayetteville State University

Current Mission Statement:

Fayetteville State University (FSU) is a public comprehensive regional university that promotes the educational, social, cultural, and economic transformation of southeastern North Carolina and beyond. The primary mission of FSU is to provide students with the highest quality learning experiences that will produce global citizens and leaders as change agents for shaping the future of the State. Awarding degrees at the baccalaureate and master's levels, and the doctorate in educational leadership, FSU offers programs in teacher education, the arts and sciences, health professions, business and economics, and unique and emerging fields. FSU is an institution of opportunity and diversity. Committed to excellence in teaching, research, scholarship, and service, the university extends its services and programs to the community, including the military, and other educational institutions throughout North Carolina, the nation, and the world.

Proposed Mission Statement:

Fayetteville State University (FSU), a Historically Black College and University (HBCU) and the second oldest public university in North Carolina, offers robust and innovative bachelor's and master's degree programs rooted in the liberal arts tradition, as well as the doctor of education. The university advances knowledge through the integration of teaching, learning, research, and public service. FSU strives to meet the educational, career, and personal aspirations of its traditional and non-traditional students from rural, military, and other diverse backgrounds so that they are equipped with academic and practical knowledge to serve local, state, national, and global communities as enlightened citizens, globally astute leaders, and engaged solution creators.

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North Carolina A&T State University

Current Mission Statement:

North Carolina Agricultural and Technical State University advances knowledge through scholarly exchange and transforms society with exceptional teaching, learning, discovery and community engagement. An 1890 land-grant doctoral research institution with a distinction in STEM and commitment to excellence in all disciplines, North Carolina A&T creates innovative solutions that address the challenges and economic needs of North Carolina, the nation and the world.

Proposed Mission Statement:

An 1890 land-grant doctoral high research activity university, North Carolina Agricultural and Technical State University prepares students to advance the human condition and facilitate economic growth in North Carolina and beyond by providing a preeminent and diverse educational experience through teaching, research, and scholarly application of knowledge.

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North Carolina Central University

Current Mission Statement:

North Carolina Central University, with a strong tradition of teaching, research, and service, prepares students to become global leaders and practitioners who transform communities. Through a nationally recognized law school, highly acclaimed and innovative programs in visual and performing arts, sciences, business, humanities, and education programs, NCCU students are engaged problem solvers. Located in the Research Triangle, the University advances research in the biotechnological, biomedical, informational, computational, behavioral, social, and health sciences. Our students enhance the quality of life of citizens and the economic development of North Carolina, the nation, and the world.

Proposed Mission Statement:

North Carolina Central University, with a strong tradition of teaching, research, and service, prepares students to become global leaders and practitioners who transform communities. Through a nationally recognized law school, highly acclaimed and innovative bachelor's and master's programs in visual and performing arts, sciences, business, humanities, and education, and select doctoral degrees, NCCU students are engaged problem solvers. Located in the Research Triangle, NCCU is a public research university that advances scholarship in the biotechnological, biomedical, informational, computational, behavioral, social, and health sciences. Our students enhance the quality of life of citizens and the economic development of North Carolina, the nation, and the world.

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North Carolina School of Science and Mathematics

Current Mission Statement:

The mission of the North Carolina School of Science and Mathematics, an intellectually stimulating, diverse, inclusive, and collaborative community, is to:

- educate and nurture academically talented students to become state, national, and global leaders,
- increase access to high quality public education in North Carolina, and
- cultivate engaged citizens who will work for the betterment of the world,

through challenging programs, with an emphasis on STEM, driven by the pursuit of excellence and innovation.

Proposed Mission Statement:

No revisions requested.

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North Carolina State University

Current Mission Statement:

As a research-extensive land-grant university, North Carolina State University is dedicated to excellent teaching, the creation and application of knowledge, and engagement with public and private partners. By uniting our strength in science and technology with a commitment to excellence in a comprehensive range of disciplines, NC State promotes an integrated approach to problem solving that transforms lives and provides leadership for social, economic, and technological development across North Carolina and around the world.

Proposed Mission Statement:

No revisions requested.

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University of North Carolina at Asheville

Current Mission Statement:

The University of North Carolina Asheville is the state of North Carolina's designated public liberal arts university and one of the 17 excellent, diverse, and accessible institutions of the UNC System. UNC Asheville's liberal arts curriculum and approach to teaching and learning emphasize critical thinking, clear and thoughtful expression, undergraduate research, community engagement, and free and open inquiry. Through small class sizes, close collaboration, and high-impact experiences, we are preparing the next generation of leaders and productive citizens to serve North Carolina and the nation.

Proposed Mission Statement:

The University of North Carolina Asheville is North Carolina's designated public liberal arts and sciences university and one of the 17 excellent, diverse, and accessible institutions of the UNC System. UNC Asheville's relationship-driven education prepares students for lives of leadership and service with an emphasis on critical thinking, clear and thoughtful expression, applied research, community engagement, free and open inquiry, and undergraduate and graduate programs that address the most pressing issues of our time. Through small class sizes, close collaboration, and high-impact experiences, we are preparing the next generation of leaders and productive citizens to serve North Carolina and the nation.

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University of North Carolina at Chapel Hill

Current Mission Statement:

The University of North Carolina at Chapel Hill, the nation's first public university, serves North Carolina, the United States, and the world through teaching, research, and public service. We embrace an unwavering commitment to excellence as one of the world's great research universities.

Our mission is to serve as a center for research, scholarship, and creativity and to teach a diverse community of undergraduate, graduate, and professional students to become the next generation of leaders. Through the efforts of our exceptional faculty and staff, and with generous support from North Carolina's citizens, we invest our knowledge and resources to enhance access to learning and to foster the success and prosperity of each rising generation. We also extend knowledge-based services and other resources of the University to the citizens of North Carolina and their institutions to enhance the quality of life for all people in the State.

With lux, libertas — light and liberty — as its founding principles, the University has charted a bold course of leading change to improve society and to help solve the world's greatest problems.

Proposed Mission Statement:

No revisions requested.

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University of North Carolina at Charlotte

Current Mission Statement:

UNC Charlotte is North Carolina's urban research university. It leverages its location in the state's largest city to offer internationally competitive programs of research and creative activity, exemplary undergraduate, graduate, and professional programs, and a focused set of community engagement initiatives. UNC Charlotte maintains a particular commitment to addressing the cultural, economic, educational, environmental, health, and social needs of the greater Charlotte region.

Proposed Mission Statement:

As North Carolina's urban research university, UNC Charlotte is a diverse and inclusive institution with local-to-global impact that transforms lives, communities, and industries through access and affordability, exemplary bachelor's, master's, doctoral, and professional programs, scholarship, creative work, innovation, and service.

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The University of North Carolina at Greensboro

Current Mission Statement:

The University of North Carolina at Greensboro will redefine the public research university for the 21st century as an inclusive, collaborative, and responsive institution making a difference in the lives of students and the communities it serves.

UNCG is ...

- A learner-centered, accessible, and inclusive community fostering intellectual inquiry to prepare students for meaningful lives and engaged citizenship;
- An institution offering classes on campus, off campus, and online for degree-seeking students and life-long learners;
- A research university where collaborative scholarship and creative activity enhance quality of life across the life-span;
- A source of innovation and leadership meeting social, economic, and environmental challenges in the Piedmont Triad, North Carolina, and beyond; and
- A global university integrating intercultural and international experiences and perspectives into learning, discovery, and service.

Proposed Mission Statement:

No revisions requested.

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The University of North Carolina at Pembroke

Current Mission Statement:

Founded in 1887 as a school for the education of American Indians, The University of North Carolina at Pembroke now serves a distinctly diverse student body and encourages inclusion and appreciation for the values of all people. UNC Pembroke exists to promote excellence in teaching and learning, at the master's and undergraduate levels, in an environment of free inquiry, interdisciplinary collaboration, and rigorous intellectual standards.

Our diversity and our commitment to personalized teaching uniquely prepare our students for rewarding careers, postgraduate education, leadership roles, and fulfilling lives. We cultivate an international perspective, rooted in our service to and appreciation of our multi-ethnic regional society, which prepares citizens for engagement in global society. Students are encouraged to participate in activities that develop their intellectual curiosity and mold them into responsible stewards of the world.

UNCP faculty and staff are dedicated to active student learning, engaged scholarship, high academic standards, creative activity, and public service. We celebrate our heritage as we enhance the intellectual, cultural, economic, and social life of the region.

Proposed Mission Statement:

Founded in 1887 as a school for the education of American Indians, The University of North Carolina at Pembroke now serves a distinctly diverse student body and encourages inclusion and appreciation for the values of all people. UNC Pembroke exists to promote excellence in teaching and learning, in bachelor's, master's, and professional doctoral degrees, in an environment of free inquiry, interdisciplinary collaboration, and rigorous intellectual standards.

Our diversity and our commitment to personalized teaching uniquely prepare our students for rewarding careers, postgraduate education, leadership roles, and fulfilling lives. We cultivate an international perspective, rooted in our service to and appreciation of our multi-ethnic regional society, which prepares citizens for engagement in global society. Students are encouraged to participate in activities that develop their intellectual curiosity and mold them into responsible stewards of the world.

UNCP faculty and staff are dedicated to active student learning, engaged scholarship, high academic standards, creative activity, and public service. We celebrate our heritage as we enhance the intellectual, cultural, economic, and social life of the region.

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University of North Carolina Wilmington

Current Mission Statement:

The University of North Carolina Wilmington, the state's coastal university, is dedicated to the integration of teaching and mentoring with research and service. Our commitment to student engagement, creative inquiry, critical thinking, thoughtful expression, and responsible citizenship is expressed in our baccalaureate and masters' programs, as well as doctoral programs in areas of expertise that serve state needs. Our culture reflects our values of diversity and globalization, ethics and integrity, and excellence and innovation.

Proposed Mission Statement:

No revisions requested.

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University of North Carolina School of the Arts

Current Mission Statement:

The University of North Carolina School of the Arts provides gifted emerging artists with the experience, knowledge, and skills needed to excel in their disciplines and in their lives, and it serves and enriches the cultural and economic prosperity of the people of North Carolina and the nation. UNCSA is the state's unique professional school for the performing, visual, and moving image arts, training students at the high school, undergraduate, and master's levels for professional careers in the arts.

Proposed Mission Statement:

No revisions requested.

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Western Carolina University

Current Mission Statement:

Western Carolina University creates learning opportunities that incorporate teaching, research, service, and engagement through on campus, off campus, on-line and international experiences. The university focuses its undergraduate, master's and professional doctoral programs, educational outreach, research, creative, and cultural activities to sustain and improve individual lives and enhance economic and community development in Western Carolina and beyond.

Proposed Mission Statement:

As western North Carolina's regional comprehensive university, Western Carolina University is dedicated to academic excellence, affordability, and access. WCU inspires student learning through innovative teaching, nationally recognized programs, exceptional support, and a robust connectedness with surrounding communities in Southern Appalachia, including the Eastern Band of Cherokee Indians. Through a broad range of scholarly activities, our faculty and students seek to better understand our region, state, nation, and world. With an emphasis on engaging students both inside and outside the classroom, WCU's bachelor's, master's, and professional doctoral programs in Cullowhee, Asheville, and online aim to improve lives and promote economic prosperity throughout Western North Carolina and beyond.

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Winston-Salem State University

Current Mission Statement:

Winston-Salem State University is a comprehensive, historically Black university offering innovative undergraduate programs and exceptional graduate programs grounded in the tradition of liberal education. Students engage in active and experiential learning offered through flexible delivery modes. The university is dedicated to the holistic development of students by faculty dedicated to excellence in teaching, research, and service. As a constituent institution of the University of North Carolina, Winston-Salem State University contributes to the social, cultural, intellectual, and economic growth of North Carolina, the region, and beyond.

Proposed Mission Statement:

As a Historically Black College and University guided by the motto “Enter to Learn, Depart to Serve,” Winston-Salem State University cultivates the genius of interconnected learners in bachelor's, master's, and professional doctoral programs through academic excellence, transformative scholarship, and impactful engagement to produce equity-minded, highly competent, and productive citizens. Winston-Salem State University aims to enhance the lives and livelihoods of its students, the people of North Carolina, and persons around the world.

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