

STRATEGIC PLAN 2017-2022 RESULTS

In 2017, the University of North Carolina System launched *Higher Expectations*, an ambitious five-year strategic plan to improve performance along five key themes – access, student success, affordability and efficiency, economic impact and community engagement, and excellent and diverse institutions. Over the last five years, our 17 institutions have worked tirelessly in pursuit of these goals and made notable progress resulting in real, substantive change for the people of North Carolina. Now that the plan has come to a close, it is worth celebrating the improvements we have achieved.

UNIVERSITY OF NORTH CAROLINA STRATEGIC PLAN 2017-2022, FINAL RESULTS

| Strategic Plan Metric | Final | Goal | Difference from Goal | Percent Progress to Goal |
|---------------------------------|---------|---------|----------------------|--------------------------|
| Low Income Enrollment | 58,979 | 69,736 | -10,757 | 85% |
| Low Income Completions | 17,012 | 21,716 | -4,704 | 78% |
| Rural Enrollment | 58,987 | 65,883 | -6,896 | 90% |
| Rural Completions | 14,288 | 15,965 | -1,677 | 89% |
| 5 -Year Graduation Rate | 70.8% | 70.0% | 0.8% | 101% |
| Undergraduate Degree Efficiency | 24.2 | 23.5 | 0.7 | 103% |
| UGDE- Low Income | 18.1 | 21.6 | -3.5 | 84% |
| UGDE- Rural | 24.9 | 22.2 | 2.7 | 112% |
| UGDE- URM | 22.0 | 21.7 | 0.3 | 101% |
| UGDE- Male | 22.7 | 22.4 | 0.3 | 101% |
| Critical Workforce | 30,737 | 29,833 | 904 | 103% |
| Research Productivity | \$1.88B | \$1.71B | \$0.17B | 110% |

UNIVERSITY OF NORTH CAROLINA STRATEGIC PLAN 2017-2022, GROWTH FROM BASELINE

| Strategic Plan Metric | Baseline | Final | Growth from Baseline |
|---------------------------------|----------|---------|----------------------|
| Low Income Enrollment | 61,713 | 58,979 | -2,734 |
| Low Income Completions | 15,851 | 17,012 | 1,161 |
| Rural Enrollment | 59,354 | 58,987 | -367 |
| Rural Completions | 13,304 | 14,288 | 984 |
| 5-Year Graduation Rate | 65.9% | 70.8% | 4.9% |
| Undergraduate Degree Efficiency | 22.5 | 24.2 | 1.7 |
| UGDE- Low Income | 17.9 | 18.1 | 0.2 |
| UGDE- Rural | 21.4 | 24.9 | 3.5 |
| UGDE- URM | 19.4 | 22.0 | 2.6 |
| UGDE- Male | 21.6 | 22.7 | 1.1 |
| Critical Workforce | 23,866 | 30,737 | 6,871 |
| Research Productivity | \$1.45B | \$1.88B | \$0.43B |

The UNC System reached 7 out of the 12 goals set forth in the plan including for the five-year graduation rate, undergraduate degree efficiency, critical workforce credentials, and research productivity. The System set aggressive goals for low income and rural students, particularly on the enrollment side. While there was an initial push on these metrics, the System did not keep pace with the goals.

Compared to the baseline, the System saw growth in 10 out of the 12 metrics. The only metrics that did not see overall growth were enrollment-based, and even these saw growth through 2019, but started to drop in 2020 and 2021 when enrollment challenges were experienced nationwide.¹ Over the course of the plan, the System:

- Increased yearly completions by around 1,000 each for rural students and low-income students.
- Increased its five-year graduation rate by nearly 5 percentage points.
- Produced over 6,800 additional yearly critical workforce credentials.
- Improved undergraduate degree efficiency overall, as well as for various target student groups such as low-income students, rural students, underrepresented minority students and male students.
- Increased its yearly research productivity by 43 million dollars.

In addition to the metrics tracked above, the System also set several other qualitative goals such as improving the transition from K12 to college, increasing investment in strengthening North Carolina communities, and focusing on human capital. A summary of these initiatives and their progress can be seen below.

UNIVERSITY OF NORTH CAROLINA STRATEGIC PLAN 2017-2022, PROGRESS ON QUALITATIVE GOALS

| Strategic Plan Goal | Progress |
|---|--|
| Improve Transition from K12 to College | Convened the myFutureNC Commission which set a goal of 2 million North Carolinians with a high-quality credential or postsecondary degree by 2030; the entity now operates as an independent nonprofit focused on educational attainment |
| Implement a Survey of Current Students and Alumni | Conducted survey of System graduates and reported on findings |
| Commit to Affordable Tuition | Held in-state, undergraduate tuition flat for the duration of the plan |
| Increase Operational and Financial Flexibility | Developed education and related and expenses per degree metric to track and improve in the refreshed plan |
| Increase Investment in Strengthening North Carolina Communities | Each institution created a community engagement plan to help address a specific need in their surrounding area |
| Identify Academic Areas of Distinction | Each institution identified and reported on their respective areas allowing them to showcase unique strengths |
| Focus on Human Capital | Implemented an Employee Engagement Survey and built quantifiable goals based on these baseline data for the refreshed plan |

¹ https://public.tableau.com/app/profile/researchcenter/viz/Fall2021Enrollment210_21/StayInformedFall2021



Despite these successes, there is still work to be done. The UNC System launched a refreshed five-year plan that is already underway. The evergreen themes remain the same, but the metrics and goals have been updated to respond to emerging needs in our state. Continued advancement on this refreshed strategic plan will be reported on a yearly basis on the UNC System website. We look forward to continuing to make progress in service of the people of North Carolina.

www.northcarolina.edu/strategic-planning