



# *Rowing, Not Drifting 2030*

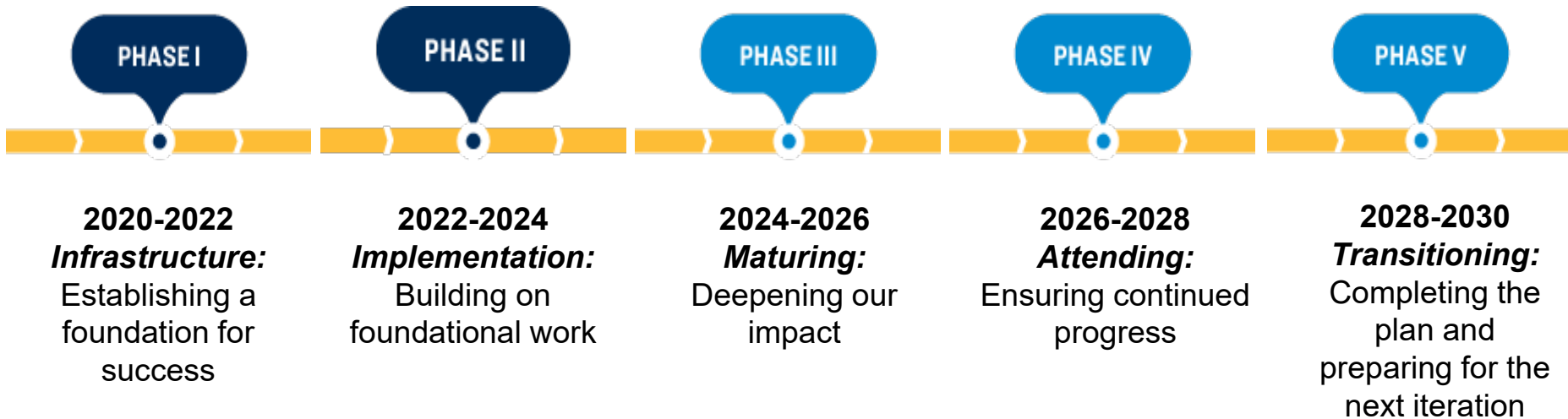
Phase II Update

Board of Trustees Retreat  
09/23/2022





# Strategic Planning Life Cycle





## Phase II: Key Actions

1. Develop and implement a Strategic Enrollment Management plan.
2. Build on Phase I foundational work to ensure UNC is a Students First University.
3. Continue development and implementation of faculty and staff recruitment, engagement, and retention plans.
4. Create plans, structures, and programs that foster an inclusive environment at UNC where all individuals feel welcomed and supported.
5. Create and implement an academic portfolio management plan.



# Measuring Success

- University Strategic Metrics
- Qualitative measures
- Progress on implementation of key actions



# Proposed University Strategic Metrics

Category	Metric	Baseline	2024 Goal	2030 Goal
<b>Students First</b>	Fall-to-Fall retention rate <sup>1</sup>	75% (2021)	*	80%
	4-year graduation rate <sup>1</sup>	38% (2018)	*	45%
	6-year graduation rate <sup>1</sup>	52% (2016)	*	*
<b>Empower Inclusivity</b>	URM Fall-to-Fall retention rate <sup>1,2</sup>	75% (2021)	*	80%
	URM 4-year graduation rate <sup>1,2</sup>	31% (2018)	*	45%
	URM 6-year graduation rate <sup>1,2</sup>	45% (2016)	*	*
<b>Enhance &amp; Invest</b>	Faculty compensation	86.7% <sup>3</sup> (FY22)	*	Parity <sup>3</sup>
	Staff compensation	89.6% <sup>3</sup> (FY22)	*	Parity <sup>3</sup>
	Turnover	25.5% (FY21)	*	*
<b>Innovate &amp; Create</b>	Quality of Interactions <sup>4,5</sup>	43.4 (2021)	*	*
	Supportive Environment <sup>4,5</sup>	28.8 (2021)	*	*
	Total research expenditures (annually)	\$2.6M (FY22)	*	\$5M
<b>Connect &amp; Celebrate</b>	Philanthropic dollars raised (annually)	\$20M (FY22)	*	*

<sup>1</sup>Freshman retention rates for IPEDS cohorts

<sup>2</sup>Includes African American, Native American, and/or Hispanic

<sup>3</sup>Relative to peer median

<sup>4</sup>National Survey of Student Engagement

<sup>5</sup>Reported by seniors

\*To be determined



# Proposed University Strategic Metrics

## Retention Rate Gaps for Students in New First-Time, Full-Time Undergraduate Cohorts

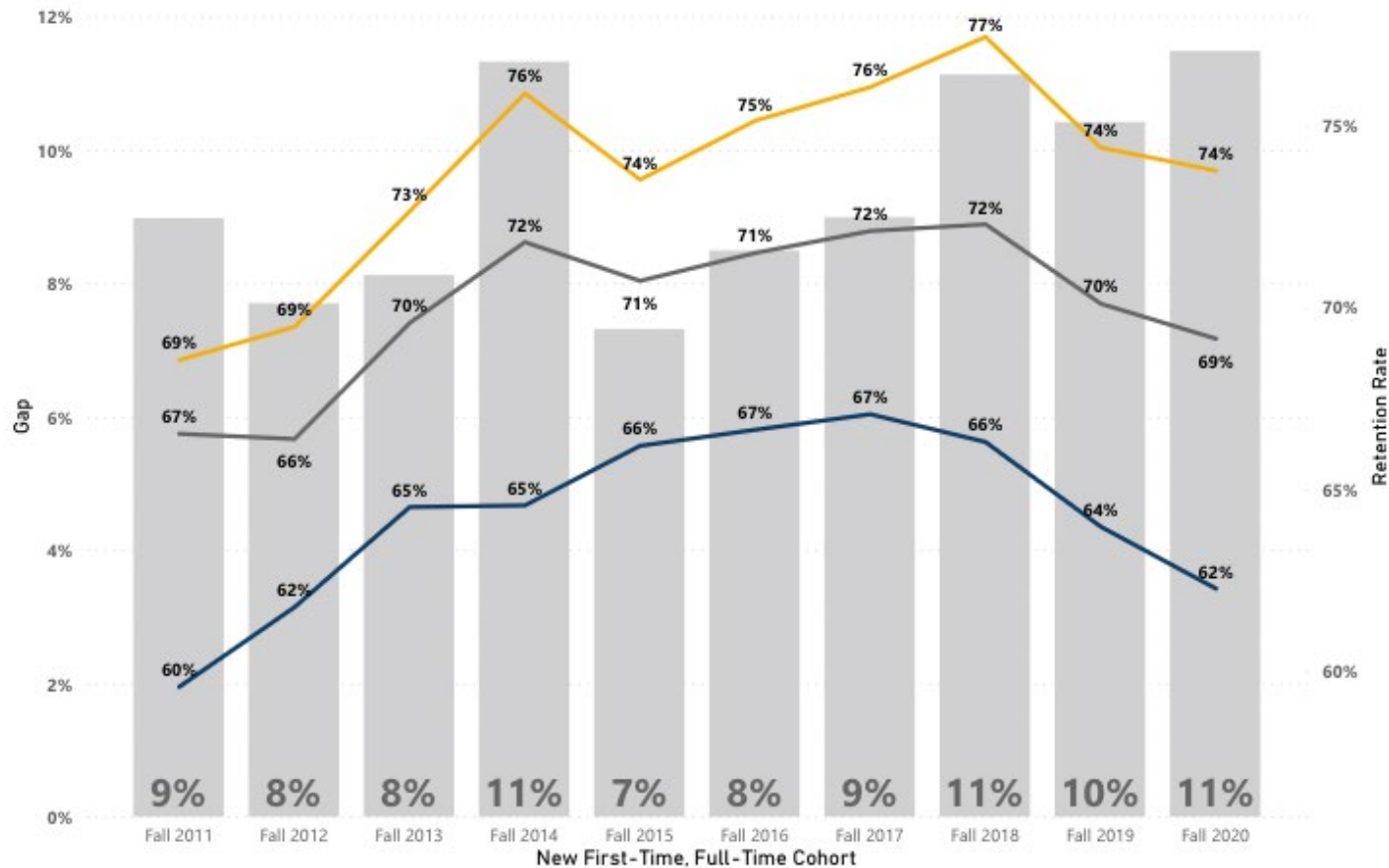
| Not First-Generation vs. First-Generation

Not First-Generation

Overall Retention

First-Generation

GAP





## Qualitative Measures

- Qualitative assessments of progress, both by action and in alignment with vision elements.
- Highlights that demonstrate in narrative form that UNC is making progress toward realizing our vision and achieving our 2030 outcomes.



# Sample Implementation Progress Report

## UNC Strategic Plan, Phase 2



**5**  
Key Actions

**27**  
Tactics

**0**  
Completed

**0**  
On Track

**27**  
Not Started

**0**  
On Hold

### Key Action 1

Develop and implement a Strategic Enrollment Management Plan

Status	Count
Completed	1
On Track	2
Not Started	2
On Hold	1

Percent Complete: 20%

### Key Action 2

Build on Phase I foundational work to ensure UNC is a Students First university

Status	Count
Completed	1
On Track	1
Not Started	3
On Hold	1

Percent Complete: 20%

### Key Action 3

Continue development and implementation of faculty and staff recruitment, engagement, and retention plans

Status	Count
Completed	2
On Track	1
Not Started	1
On Hold	1

Percent Complete: 40%

### Key Action 4

Create plans, structures, and programs that foster an inclusive environment at UNC where all individuals feel welcomed and supported

Status	Count
Completed	1
On Track	1
Not Started	3
On Hold	2

Percent Complete: 14%

### Key Action 5

Create and implement an academic portfolio management plan

Status	Count
Completed	1
On Track	1
Not Started	3
On Hold	1

Percent Complete: 20%





# Implementation Milestones: *Key Action 2*

Build on Phase I foundational work to ensure UNC is a Students First University

Champions: Kirsty Fleming, Cedric Howard

Tactic	Summer 2022	Fall 2022	Spring 2023
Implement practices, programs, and services that help students translate their academic accomplishments, learned knowledge, and campus experiences into being engage citizens and lifelong learners post-graduation.	<ul style="list-style-type: none"><li>• Begin development of resources for English Language Learners</li></ul>	<ul style="list-style-type: none"><li>• Create a subgroup of the SEM Steering Committee focused on student success</li><li>• Pilot financial literacy tools</li><li>• Implement Canvas resources for students</li><li>• Provide training on language proficiency tools</li><li>• Begin to implement quality improvement projects</li></ul>	<ul style="list-style-type: none"><li>• Begin broader rollout of financial literacy programs</li><li>• Begin pilot program for English Language Learners</li><li>• Enhance and expand the use of the Degree Works Planner</li><li>• Continue implementation of quality improvement projects</li></ul>
Expand and adapt student services and programs to meet the needs of today's students, including undergraduate, graduate, and extended campus students at UNC.		<ul style="list-style-type: none"><li>• Explore opportunities foe expanding services through SEM planning</li></ul>	<ul style="list-style-type: none"><li>• Review and begin using data from student surveys</li></ul>
Identify, cultivate, and solicit philanthropic gifts in support of UNC's people and programs in alignment with campaign priorities developed through Phase I.		<ul style="list-style-type: none"><li>• Conduct campaign case testing</li></ul>	<ul style="list-style-type: none"><li>• Refine philanthropic priorities</li></ul>



# Implementation Milestones: *Key Action 2*

Build on Phase I foundational work to ensure UNC is a Students First University

Champions: Kirsty Fleming, Cedric Howard

Tactic	Summer 2023	Fall 2023	Spring 2024
Implement practices, programs, and services that help students translate their academic accomplishments, learned knowledge, and campus experiences into being engage citizens and lifelong learners post-graduation.		<ul style="list-style-type: none"><li>• Continue pilot program for English Language Learners</li><li>• Begin implementing the new use of the Degree Planner</li></ul>	<ul style="list-style-type: none"><li>• Prepare to evaluate pilot program for English Language Learners</li></ul>
Expand and adapt student services and programs to meet the needs of today's students, including undergraduate, graduate, and extended campus students at UNC.		<ul style="list-style-type: none"><li>• Launch the Transfer Transition Center</li></ul>	
Identify, cultivate, and solicit philanthropic gifts in support of UNC's people and programs in alignment with campaign priorities developed through Phase I.			<ul style="list-style-type: none"><li>• Raise a minimum of \$50M in support of UNC's campaign</li><li>• Position UNC for the launch of a public phase of the campaign</li></ul>



# Institutional Planning Group

- **Purpose:** Serve as a single institutional planning committee to help coordinate and advance work across institutional planning efforts
- **Composition:** Cabinet, shared governance partners, academic leaders, implementation experts



# Discussion

