



**Institutional Plan  
2016-2021**

**Approved by the Board of Trustees**

**September 20, 2017**

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## I. INTRODUCTION

This document describes the UNC Charlotte Institutional Plan for the years 2016-2021. This Plan will serve as the guiding force for decisions concerning the work of the University's five divisions, including the number and direction of our academic programs, the work of our faculty and support staff, and the allocation of resources across campus.

This document cannot be read in isolation, but must be considered alongside the college, support unit, and departmental plans that have been developed in parallel. Nevertheless, the Plan is designed: 1) to capture the most important initiatives and priorities of the constituent units and programs of the University; and 2) to place them within the context of a set of overarching goals and values for the campus as a whole.

This Plan is not meant to serve as a rigid or inflexible document that will preclude the pursuit of new opportunities that may arise as a result of new circumstances or changes in the assumptions that have driven its development. Thus, while the Plan defines our primary priorities for the immediate future, we must keep an eye on an array of new opportunities and be prepared to act upon them as circumstances demand.

## II. THE PLANNING PROCESS

Institutional planning has been an integral part of UNC Charlotte's evolution as a research institution since the early 1990s, but governed largely by biennial planning cycles dictated by the University of North Carolina General Administration and the state budget process. At the time of Chancellor Philip Dubois' arrival as the fourth chancellor in July of 2005, UNC Charlotte was operating under a five-year plan for the period from 2004-2009, with the expectation that it would be revised in time for the budget session of 2007.

Appointment of Erskine Bowles as UNC President in 2006 produced the development of a system plan in 2008-2009 (UNC Tomorrow) and offered campuses an opportunity to revise their mission statements, an option that UNC Charlotte pursued. The revised mission statement (Section III, below) was approved by the Board of Governors in November 2009, leading to a revision of UNC Charlotte's five-year Academic Plan during the 2009-2010 academic year.

Completion of the Academic Plan led to the development of a complete Institutional Plan to govern campus decision-making from 2011-2016. In December 2011, the Board of Trustees approved the Plan and, in February 2013, approved a modest revision to reflect progress made to that date as well as the improving North Carolina economy.

This document serves as a new Institutional Plan for the period from 2016-2021 which incorporates a thorough reconsideration of the planning assumptions (outlined in Section V, below), a revision of the Academic Plan completed in 2014-2015, and additional planning completed by the University's remaining administrative divisions in 2015-2016. The Board of Trustees approved the 2016-2021 Institutional Plan at its annual summer retreat on August 25, 2016.

### III. THE MISSION OF UNC CHARLOTTE

The mission statement for UNC Charlotte was approved by the Board of Governors in November 2009 and affirmed in April 2014:

*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.*

### IV. UNIVERSITY VISION AND VALUES

In fulfilling this mission, we envision a University that promises:

- accessible and affordable quality education that equips students with intellectual and professional skills, ethical principles, and an international perspective;
- a strong foundation in liberal arts and opportunities for experiential education to enhance students' personal and professional growth;
- a robust intellectual environment that values social and cultural diversity, free expression, collegiality, integrity, and mutual respect; and
- a safe, diverse, team-oriented, ethically responsible, and respectful workplace environment that develops the professional capacities of our faculty and staff.

To achieve a leadership position in higher education, we will:

- implement our Academic Plan and related administrative plans;
- rigorously assess our progress using benchmarks appropriate to the goals articulated by our programs and in our plans;
- serve as faithful stewards of the public and private resources entrusted to us and provide effective and efficient administrative services that exceed the expectations of our diverse constituencies;
- create meaningful collaborations among University, business, and community leaders to address issues and opportunities of the region;
- develop an infrastructure that makes learning accessible to those on campus and in our community and supports the scholarly activities of the faculty;
- pursue opportunities to enhance personal wellness through artistic, athletic, or recreational activities; and
- operate an attractive, environmentally responsible and sustainable campus integrated with the retail and residential neighborhoods that surround us.

## V. PLANNING ASSUMPTIONS FOR 2016-2021 INSTITUTIONAL PLAN

The goals and objectives of the Institutional Plan were developed within the context of understanding the general institutional, demographic, fiscal, and political conditions within which the University is likely to function during the Plan's five-year life:

### **Institutional Conditions:**

1. UNC Charlotte's institutional mission as North Carolina's urban research university with a special commitment to the needs of the Charlotte region provides the context for the selection of instructional and research programs; the commitment to access for a diverse student body; and the nature of our engagement with communities. This mission emphasizes a leadership role for the institution in collaborative, problem-driven research, and interdisciplinary programs of study.
2. UNC Charlotte will be expected to take appropriate steps to assist in the accomplishment of the UNC system goals and strategies. At the time of this Plan's adoption, the UNC system plan was under revision, with a focus on five major themes: 1) Access; 2) Student Success; 3) Affordability and Efficiency; 4) Economic Impact and Community Engagement; and 5) Excellent and Diverse Institutions. [Note: The UNC system's strategic plan, "Higher Expectations," was adopted by the UNC Board of Governors on January 13, 2017.]
3. UNC Charlotte has a responsibility to produce degree recipients who will contribute to the state of North Carolina as well-prepared, highly-skilled and productive citizens and lifelong learners able to function in a rapidly evolving global society. Students must be well-grounded in the fundamental competencies of communication, collaboration, creative and critical thinking, ethical decision-making, and must possess multiple forms of literacy: global, cultural, scientific, environmental, digital, and financial. We recognize the centrality of the arts, humanities, and sciences to achieving these goals, the value of an inter-disciplinary approach, and the importance of other experiences that can be embedded in a coherent collegiate experience, including international travel and study, internships and service-learning opportunities, and community service.
4. Goal 1 of the UNC system strategic plan is to increase access to a college education and to increase the proportion of adults in North Carolina with a bachelor's degree or higher. Enrollment projections prepared by the UNC General Administration suggest that UNC Charlotte will be expected to support the single largest number of additional students in the UNC system. This will require attention to a wide range of students including traditional first-time, full-time freshmen; community college transfer students; early college graduates; and part-way home returning adults.
5. Demand for undergraduate education will continue to rise because of population growth in North Carolina and because of increases in the proportion of high-school graduates who desire and qualify for postsecondary education and who increasingly make UNC Charlotte their first-choice institution. North Carolina's population is expected to grow by over 2 million people from 2010 to 2030, and our population will also grow more diverse. Charlotte is projected to be one of the fastest growing regions in the United States in that same timeframe. All public institutions in North Carolina, but particularly UNC Charlotte, must be prepared for the increasing numbers of new traditional-aged undergraduates who seek access to higher

education as well as increased competition both within the state and nationally for those students with exceptional academic credentials.

6. Successful recruitment of a talented and diverse undergraduate student body is a function of many factors, including affordability, the range and perceived quality of academic programs, and a host of non-academic considerations such as the appearance of the physical campus, the quality and condition of facilities (including, most notably, student residences and recreation venues), and the availability of co-curricular activities and opportunities. Given our current stage of development and in light of investments already made, the most urgent needs at UNC Charlotte for ensuring our competitive posture are the replacement or renovation of our oldest classroom, laboratory, and office buildings (see Fiscal Conditions, items 2 and 3, below); renovation of the high-rise residence halls; and the construction of a comprehensive health and wellness facility.
7. As the leading UNC system institution for the enrollment of transfer students, UNC Charlotte will continue to be an attractive institution for community-college transfer students and other transfer students seeking to complete degrees in an urban environment. Finally, a movement in higher education toward competency-based education will place additional demands on our faculty to address new formats for instruction and assessment of student learning.
8. Internal institutional research completed in 2013 confirmed potential enrollment demand at UNC Charlotte of 35,000 students by 2020, or shortly thereafter. Prior to 2009, UNC Charlotte was growing at an average annual rate of 4%. Beginning in 2009, economic conditions forced the campus to moderately reduce the rate of growth and alter the mix of students (i.e., undergraduate vs. graduate; freshmen vs. transfers). Although the pace of enrollment growth will continue to depend upon state fiscal conditions and the continuing acquisition of enrollment-related funding, we believe that a long-term target of 35,000 students remains realistic, and we should continue to plan for it. Some new construction will be required, as will targeted improvements in the use of online/hybrid instruction and more efficient classroom utilization.
9. Steady increase in the demand for higher education will require us to continually review and revise our undergraduate and graduate programs, with the most significant program additions occurring at the graduate levels. Our eventual goal is to achieve a headcount mix of 75 percent undergraduate students and 25 percent graduate/professional students. Undergraduate enrollment demand will make that goal difficult to achieve without the addition of new graduate programs or targeted efforts to grow enrollment in graduate programs where there is capacity to grow. Graduate education, particularly at the doctoral level, is central to our continuing development as a research university because of the positive impact that graduate programs have upon the recruitment and retention of faculty and the acquisition of externally-funded grants to support research, scholarship, and creative activity.
10. Significant and continuing dynamic trends already visible in fields like energy, healthcare, biotechnology, sustainability, finance, data science, analytics, informatics, and education can be expected to drive related changes in the nature of the employment market, private investment strategies, and University and industry research and innovation. By partnering with industry, business, entrepreneurs, and community and educational leaders, UNC Charlotte will position itself as the region's preferred provider of talent, knowledge, and innovation. As the demand for professional programs grows and concern about postgraduate outcomes increases, there will

be an increased demand for career services and preparation in all areas of study, including the liberal arts and sciences.

11. Economic disruptions, such as those accompanying the recent economic recession, often send dislocated workers to educational institutions to acquire the additional education, skills, and certifications needed to speed their re-entry into the workforce. The same can be said of individuals seeking to upgrade their educational background to support advancement within their careers. In seeking to serve these students, we will see increased competition from for-profit and traditional educational institutions (including some in the UNC system) delivering cost-competitive programs in our market. Therefore, we will need to be more flexible in where, when, and how we offer certificates and degree programs to these students who have an increased array of educational institutions from which to choose.
12. Technology will have an increasing impact on teaching, learning, research, and business processes. Students and parents alike will expect technology-based interactions with the University equal to their experience with other world-class service providers. Given the ubiquity of smartphones, tablets, and other devices, the demand for mobile access to information and processes will increase. As a result, technology planning must be fully integrated into institutional planning. Issues such as organizational structure, equipment renewal, appropriate levels of user support, analytical tools, and convergence of distance education and online learning with on-campus instruction must be addressed during the planning period. Effective application of technology will present a continuing challenge for members of the faculty and support staff because of the rapid pace of technological change. Professional development programs that build technical knowledge, skills, and abilities of faculty and staff will be essential, including appropriate attention to information security awareness and training.
13. The opening of the PORTAL building adjacent to engineering research facilities offers new opportunities for the University to take a leadership role in entrepreneurship and to support the growth of technology-driven business in the community. The biotechnology hub at the North Carolina Research Campus in Kannapolis will continue to develop, although the pace of that development will be slower than expected due to reduced state appropriations.
14. In a time of fiscal austerity (see below), recruiting and retaining high-quality faculty and staff will place a greater premium on maintaining a collaborative and collegial working environment, robust and transparent communications, flexibility and support for a healthy work-life balance, support for professional development, and additional forms of recognition and reward.

**Demographic Conditions:**

1. The population of North Carolina, the greater Charlotte area, and UNC Charlotte will become increasingly diverse with respect to a wide variety of personal characteristics, including but not limited to race, ethnicity, religion, sex, sexual orientation, actual or perceived gender identify, age, national origin, physical or mental disability, and veteran status, among others. Increasing diversity will influence the offering of academic and non-academic programs to create and maintain a campus environment that values and supports diversity and inclusion.
2. Extending educational opportunity to minority, low income, and first-generation students, including those from rural counties of North Carolina, will remain a central commitment of the institution and the UNC system. Efforts to enroll, retain, and graduate minority, low-

- income, and first-generation college students, all of whom have varying levels of academic and social support, will require that we develop innovative recruitment programs, broader need-based financial assistance options, and strong advising and mentoring programs.
3. Increased diversity at UNC Charlotte will also be a product of an increasingly international presence of companies and individuals in the Charlotte region, as well as increased enrollment of international students, particularly in academic programs at the doctoral level. UNC Charlotte's fall 2015 enrollment of international students ranked it second in the UNC system and third in the state among all public and private higher education institutions. Developments that may produce more restrictive immigration regulations or policies at the federal level require ongoing attention as an enrollment-related risk for the institution.
  4. The continuing enrollment of military veterans provides UNC Charlotte with the opportunity to re-connect to its original mission of providing higher education to these non-traditional students who often require integrated support services to address their academic and social needs.
  5. As our graduates find success across our region, state, and the world, the ever-growing national and international alumni population will increase the reach of UNC Charlotte's reputation beyond the region and will provide both new recruitment markets for prospective students, as well as new opportunities for internships, engagement, and research.
  6. UNC Charlotte will continue to experience significant retirements among faculty and staff who served in important roles during the institution's expansion and evolution as a doctoral-granting research university. Due attention must be paid to the orientation of new employees to the institution's history and values, as well as the development of standardized written policies and procedures to ensure the continuing smooth functioning of the institution's academic and administrative activities.
  7. The Charlotte metropolitan region, defined as Mecklenburg County and the fifteen additional counties that comprise the Charlotte Regional Partnership, is expected to continue the following major trends from the past two decades:
    - continued changes to the region's manufacturing and industrial base, including an increase in advanced manufacturing to make the percentage of manufacturing in the Charlotte region more similar to the national average after decades of manufacturing sectors exceeding the national average;
    - continued development of the region as a major center for trade and distribution (e.g. the multi-modal center at Charlotte's airport is an example of the continued development of the region as a major center for trade and distribution.);
    - continued importance as a provider of healthcare-related services and gradual emergence as a resource for health-related research;
    - continued prominence of Charlotte as one of the nation's largest centers for financial services with an emerging concentration on high-tech financial services;
    - continued prominence of the region's reputation as a national leader in motorsports-related business, notwithstanding recent recession-induced contractions in that industry;

- emergence as a major national center for industries related to the generation and distribution of electricity;
- continued growth and interest in the creative and performing arts to support culturally diverse communities, and to attract new business, working young professionals, and visitors to the region;
- increased presence of foreign-owned businesses and industries and growth of businesses in the region with international markets;
- continued growth and urbanization of the region and the resulting impact on the environment, economic development, crime, transportation, metropolitan infra-structure, and the delivery of public services, including K-12 education, healthcare and social services;
- attraction of a more highly educated workforce with a need for access to graduate, continuing, and executive education; and
- continued diversification of the regional economy, increasing the demand for innovative and responsive programs of research and instruction at all levels.

These trends will increase the demands for diverse talent in critical workforces, including STEM, K-12 education, and healthcare.

8. Center City Charlotte will further evolve as a hub to attract business, mixed-use residential development, and entertainment and cultural venues. Center City's many amenities contribute to Charlotte's ability to attract young, highly educated professional workers. The demand for high-quality cultural and intellectual events will continue to grow, giving UNC Charlotte faculty and students greater opportunity for impact through outreach and performance. Spurred by the completion of the light rail extension in 2017, the University City region surrounding the main campus will continue to grow, and with that growth will come challenges: parking, pedestrian traffic, quality and affordable housing, quality new restaurant and entertainment venues, jobs for students, the need for the area to become less suburban and more urban in nature with urban-village development plans, and crime control.
9. The rapid regional and state growth of our aging population will produce a far greater demand for educational and cultural programs to serve the demand of that population for life-long learning opportunities.
10. Healthcare will continue to be a significant issue in the region, statewide, and nationally, particularly with an aging population. Higher education institutions will continue to be the primary providers of a well-trained health care workforce and applied research to better understand factors that contribute to the delivery of affordable, efficient, and effective care. Demand for medical education will continue to be an issue of regional importance. A major academic medical facility can play a vital role in providing access to advanced treatment options, attracting physicians with interests in academic medicine, and supporting the development of externally funded biomedical research programs. Notwithstanding uncertainty in the direction of federal healthcare policy, it is logical to expect continuing attention to the development of tools that will constrain growth in healthcare costs and improve outcomes,

including community-based public health, behavioral health, health informatics, health literacy, and health humanities.

**Fiscal Conditions:**

1. State resources to support the operating needs of the University are still severely constrained. The ability of the state to provide adequate funding for degree production to support the enrollments demands of the state's population remains uncertain. Notwithstanding continued enrollment growth and funding, the campus experienced significant reductions in its operating budgets through FY 2012, although increases in tuition offset some of the University's mandated reductions.
2. Since 2005, the state's investment in new capital facilities at UNC Charlotte has been limited to two buildings: UNC Charlotte—Center City (\$50M) and the Energy Production and Infrastructure Center (\$77M). With the passage of the Connect NC Bond referendum, the state will fund a \$90M Science Building on the UNC Charlotte main campus. This building is anticipated to be completed by the beginning of the 2020-21 academic year and will be key to UNC Charlotte's ability to reach its projected enrollment of 35,000 students.
3. Required resources for the repair and renovation (R&R) of existing facilities will continue to be underfunded on an annual basis by the state, requiring prudent application of the institution's authority to use annual "carry forward" funding and the establishment of clear priorities for the use of limited non-state resources to address major R & R needs. Given the age and condition of office and classroom spaces constructed prior to 1990, institutional attention needs to become focused on the refurbishment of these facilities.
4. As the University strengthens its position as a research university, we will experience more demanding requirements for physical infrastructure, equipment, library resources, start-up funds, and administrative systems and processes necessary to support significant levels of research. The list of significant new administrative burdens is significant, including compliance with governmental regulations, due attention to environmental health and safety concerns, and the like.
5. Federal support for research, enhanced facilities, and curriculum development are vitally important as UNC Charlotte matures as a research institution. Congressionally designated "earmarks" have essentially disappeared, and federal research expenditures and cost reimbursements are not expected to increase. Despite these conditions, we should continue to seek funding for biosciences, defense, education, energy, and national security that align well with UNC Charlotte's professional schools and applied science programs. In addition, research funding in health promotion, health informatics, behavioral health, health literacy, and health humanities will present opportunities for interdisciplinary work among various health, behavioral science, and social science disciplines. Interdisciplinary and applied research, which stimulates economic development, will continue to receive considerable attention from funding agencies. Fiscal constraints and increased competition from other institutions will make partnerships with other educational institutions more attractive as a means to offer important but expensive programs. Constraints on federal funding will increase the need for support for faculty to increase the number and competitiveness of applications and to identify new sources of funding beyond NSF and NIH.
6. U.S. industry is likely to continue concentrating its internal research and development expenditures on product development, relying heavily upon University research to solve basic

and applied problems in manufacturing, materials, and new technologies that enable new products. Universities that demonstrate an ability to work closely with industry and to produce students who meet their workforce needs are more likely to receive increased industry funding for sponsored research, educational support, and institutional development. Upward economic mobility will also be a by-product of the University's efforts to work closely with industry to meet work-force related needs.

7. In a challenging financial environment, we must increase our emphasis on private fundraising, community partnerships, and other forms of external support to maintain our delivery of high-quality instructional, research, and public service programs. The global reach of traditional corporate partners and competition from other institutions will challenge our historic reliance on local funding sources of philanthropy.
8. There will be an expectation for increased centralization of services and business processes within the UNC system to avoid duplication of efforts, realize cost-savings, leverage the size and scope of the University's purchasing power, and take advantage of the opportunities provided by technology.
9. An important component for UNC Charlotte to accomplish its goals and objectives will be to gain legislative and UNC system support for additional flexibility in the management of our faculty and staff resources to acquire and retain the best talent in competitive local, state, and national markets. The same can be said for gaining more flexibility to deploy existing resources to address repair and renovation needs costing \$1 million or less.

#### **Political Conditions:**

1. The national movement toward performance funding in public higher education has shifted attention from enrollment to outcomes. Notwithstanding the reduction of state support, elected officials, members of the public, accrediting agencies, and the UNC system will continue to expect us to improve the cost-effectiveness and accountability of our University operations, including documented improvements in student learning, retention and graduation rates, and time to degree. These metrics are likely to be part of performance-based funding. We will need ongoing faculty and staff development and support to ensure that learning outcomes can be defined, achieved, and documented and to guarantee that the steep and ever-growing ethics and compliance requirements are being addressed across the institution.
2. Demand will increase from elected officials, employers, and the UNC Board of Governors that college graduates emerge with their degrees prepared to serve as productive and engaged citizens, as agile life-long learners, and as functioning members of the workforce possessing essential "soft skills," including those relating to oral and written communication, critical thinking, and teamwork.
3. Elected officials and the general public will increase their expectation that universities do more to strengthen the preparation of new teachers, provide continuing professional development and support for teachers and school administrators, and address teacher shortages when they occur. Creative approaches to offering options for graduate education for teachers will be required as a result of legislative policy changes that remove financial incentives for teachers to obtain advanced degrees.
4. Traditional lines of separation that have distinguished K-12, the community colleges, and colleges and universities will blur as a result of changing political expectations and financial

- realities. State policy-makers will look for those involved in any level of the educational continuum to cooperate and collaborate more effectively, particularly in the establishment of clear expectations for high school graduation and entry into postsecondary educational institutions, as well as seamless transfer from North Carolina community colleges.
5. Notwithstanding policy changes at the federal level relating to sustainability, it is likely that Charlotte and other major metropolitan regions will continue to address public concerns of community sustainability, including reducing carbon footprints, developing a renewable energy portfolio, maintaining air and water quality, creating healthy and livable neighborhoods, preserving green space, and developing alternatives in transportation. The University will be seen both as a model and as a resource to assist the community in addressing these issues.
  6. Demand will continue from government and industry for University-based research discoveries and innovations to be extended into the commercial marketplace through licenses, patents, and entrepreneurial business start-ups.
  7. Legal, regulatory, and compliance requirements will continue to change at all levels of government. We have already seen increased compliance obligations in numerous areas, including environmental, disability services, financial responsibility and integrity, institutional governance (e.g., open meetings and public records), athletics, employment, safety, health, export control, privacy and information security, and the like. Issues related to Title IX compliance with respect to appropriate campus response to allegations of sexual assault are likely to become more significant, both in terms of the number and the severity of such allegations. Compliance-related responsibilities will continue to grow, almost always without commensurate increases in resources to address them.
  8. A well planned and executed internal and external communications strategy will be required to ensure that all stakeholders, community members, and financial supporters understand and appreciate the past accomplishments and future potential for UNC Charlotte to improve the quality of life in the region and the state. Delivery of all externally -focused communications must be consistent with prescribed standards with respect to institutional messaging and branding to ensure the most accurate and effective transmission of information to stakeholders and the larger public.

## VI. GOALS AND OBJECTIVES FOR 2016-2021 INSTITUTIONAL PLAN

### UNIVERSITY GOAL 1

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*Consistent with Goals 1, 2, 3, 4, 5, and 7 of the UNC system’s strategic plan, deliver a high-quality, accessible, affordable, and integrated academic experience that produces responsible global citizens and a competitive workforce.*

#### **Objectives:**

- 1.1 Implement the 2016-2021 Academic Plan applicable to the Division of Academic Affairs, the academic colleges, and academic support units, including the development or expansion of degrees and certificates responsive to Goal 7 of the UNC system strategic plan to increase the credentials awarded in critical workforces.
- 1.2 Implement the undergraduate and graduate enrollment management plans, which integrate the access and degree attainment Goals 1 and 2 of the UNC system’s strategic plan with respect to the capacity of UNC Charlotte to accommodate and house additional freshmen, transfers, international students, returning undergraduates, and graduate students, such implementation to take place through Fall 2020. Continue to expand the Passport Program and improve curricular alignment with community-college partners to smooth the transition of students from K-12 and community college to the University.
- 1.3 Consistent with Goal 3 of the UNC system strategic plan, enact faculty-approved revisions to the General Education Program, improve assessment practices, and continue the expansion of high impact experiential learning opportunities. Adopt campus and college academic plans after evaluating proposals for new program development, particularly those responsive to critical workforce needs, in light of demonstrable need and financial feasibility. Move forward to implement the approved Doctor of Business Administration (DBA) degree as well as pursue approval by the Board of Governors for a new doctoral degree in Research, Measurement, and Evaluation; master’s degrees in Cyber Security and Respiratory Care; and a bachelor’s program in Health Systems Management.
- 1.4 Consistent with Goal 10 of the UNC system’s strategic plan to have each institution advance an “area of distinction” that will achieve regional or national recognition by 2021-22, continue to implement and strengthen the Data Science Initiative, including its related academic degree programs, continuing professional education, and applied research, in partnership with industry partners in economic sectors critical for the greater Charlotte region: financial services, healthcare, retail, and energy.
- 1.5 Consistent with Goal 4 of the UNC system’s strategic plan to enhance student success, continue to implement new strategies to improve the retention and timely graduation rates of freshmen and transfer students, particularly emphasizing initiatives to accelerate the full integration of transfer students within the life of the University and to close any degree achievement gaps.
- 1.6 Consistent with Goals 1 and 3 of the UNC system’s strategic plan goals related to access and student success, continue innovative approaches to recruit, retain, and ensure academic success

for non-traditional adult student populations, including veterans and “part way home” students seeking to complete their degrees.

- 1.7 Consider the recommendations of the Distance Education Task Force to expand and more effectively deliver academic coursework and programs via technology to improve student learning in courses appropriately delivered in this way, reduce demand for existing classroom and laboratory spaces, facilitate access to courses for timely degree completion, and/or reduce the costs of instruction.
- 1.8 Provide leadership for the work of the Medical Education Task Force, comprised of representatives of the UNC School of Medicine, the Carolinas HealthCare System, the Charlotte Medical Education Expansion Committee, and UNC Charlotte, to examine the long-term prospect of developing a four-year medical school in Charlotte.
- 1.9 Prepare for a successful fifth-year SACS report submission and evaluation in 2019 by auditing the university’s compliance with the required standards, evaluating the university’s Quality Enhancement Plan (QEP), and preparing a QEP Impact Report.

## UNIVERSITY GOAL 2

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*Consistent with Goals 7, 8, and 9 of the UNC system’s strategic plan to enhance economic impact and community engagement, stimulate increased research, creative activities, and community engagement with a focus on programs and partnerships that address the major needs of the Charlotte region.*

### **Objectives:**

- 2.1 Continue to develop new outreach and engagement programs and partnerships that enhance the civic and cultural life of the region, including partnerships with major institutions such as the Levine Museum of the New South.
- 2.2 Pursue initiatives that leverage the convening power and resources of the University as a trusted neutral party to help the larger community address issues of contemporary concern or promote regional economic development.
- 2.3 Consistent with UNC system Goal 9, continue the work of the Community Engagement Task Force to strengthen key community partnerships, develop appropriate models for integrating community engagement into the curriculum, and strengthen data collection and the development of appropriate metrics so that community engagement by faculty and students will have maximum effectiveness. As called for by the national Campus Compact network, develop a “Civic Action Plan” by March of 2017.
- 2.4 In consultation with academic and support-unit leaders and responsive to UNC system Goal 8, continue implementation of the comprehensive plan developed for the expansion of the University’s extramurally funded research programs to an elevated sustainable level of \$55 million annually by 2021.
- 2.5 Consistent with Goal 2 of the UNC system’s strategic plan to improve student transitions from high school to post-secondary education and in collaboration with Charlotte-Mecklenburg Schools, fully implement the engineering early college high school program developed on campus for students in grades 9 through 13. Consider the potential for a similar initiative dedicated to preparing students who may want to enter the teaching profession and in support of UNC system Goal 9, develop a lab school in collaboration with the Charlotte Mecklenburg Schools.
- 2.6 Continue the implementation of the strategic plan of Ventureprise (the former Ben Craig Center) to stimulate innovation and expand the entrepreneurial capacity of the region, with particular attention to educational efforts related to entrepreneurship and technology transfer.

## UNIVERSITY GOAL 3

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*Consistent with Goals 5 and 6 of the UNC system’s strategic plan to ensure affordable higher education through cost containment and improved administrative efficiency, improve the readiness of human resources and our academic, administrative, physical, and technological infrastructure to efficiently and responsibly operate an urban research university serving 35,000 students.*

### **Objectives:**

- 3.1 Implement the 2016-2021 division plans for Business Affairs and Information Technology Services.
- 3.2 Consistent with Goal 11 of the UNC system’s strategic plan to focus on the development of the University’s human capital, continually assess the need for additional strategic salary initiatives for faculty and staff to ensure market competitiveness, improve retention, and address equity considerations that may arise as a result of salary compression.
- 3.3 Design and construct a new Science Building by 2020.
- 3.4 Develop and implement a five-year plan for capital construction and renovation, including extensive renovation of academic facilities in the historic campus core, the development of a new Health and Wellness Center, a new Counseling Center, and an Admissions & Visitor Center.
- 3.5 Assess potential sites and funding sources for the creation of a permanent structure to house the early college programs referenced in Section 2.5 of this Plan.
- 3.6 Continue to implement and invest in the identified priorities for strengthening the capacity and reliability of the institution’s information technology infrastructure through the work of the IT Master Plan Steering Committee.
- 3.7 Implement a centralized administrative organization to oversee functions related to the maintenance of institutional integrity, including legal affairs, ethics and compliance, audit, enterprise risk management and Title IX.
- 3.8 Continue to implement the Advancing University Research Administration (“AURA”) initiative to ensure that pre- and post-award grant and contract administration processes are customer-focused, efficient, sustainable, and scalable. Particular attention will be given to ensuring that research-related compliance and safety matters meet national standards of accreditation and best practices.
- 3.9 Complete implementation of recommendations made as a result of recent major reviews of campus-based operations and administrative processes that can produce significant reductions in annual costs or improve operating effectiveness. These include expanded implementation of an electronic time and leave reporting system, reform of the process governing student withdrawals from enrollment, creation of a system to improve the administration and coordination of on-campus summer youth programs and athletic camps, and creation of a “one-stop shop” for the delivery of critical enrollment-related services for undergraduate students.

- 3.10 Through the “One University” initiative, identify and implement at least one study per year of an administrative process that could be made less burdensome or more effective and develop recommendations for improvement.
- 3.11 Continue to expand the University’s commitment to historically-underutilized businesses (HUB) owned by women and minorities, and cultivate expansion of HUB success in both construction and purchasing.
- 3.12 Continue developing and implementing the Campus Sustainability Plan to position UNC Charlotte as a regional role model and resource for issues of environmental sustainability.
- 3.13 Continue to work cooperatively with local officials to complete construction of the northeast light rail corridor by mid-2017, and to address new campus safety and traffic concerns associated with light rail.
- 3.14 Continue to assess opportunities for a public-private partnership to develop a hotel-conference center near the light rail stop planned for North Tryon Street at J.W. Clay Blvd.

## UNIVERSITY GOAL 4

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*Consistent with UNC system Goal 5 to provide affordable education, improve significantly the base of supplemental non-state revenues for academic programs, administrative support, physical facilities, and student development, particularly need-based student financial aid.*

### **Objectives:**

- 4.1 Implement the fundraising goals and objectives of the 2016-2021 plan of the Division of University Advancement.
- 4.2 On the occasion of the University's 70<sup>th</sup> anniversary since its founding in 1946, announce and then complete a comprehensive private fundraising campaign by the end of calendar year 2020, with a major focus on generating funds for need-based student financial aid.
- 4.3 Revise and implement the five-year strategic plan for the University Foundation initially approved by the Foundation Board and the Trustees in 2011.
- 4.4 Expand initiatives of the UNC Charlotte Alumni Association to engage alumni in the life of the University, particularly alumni residing in Mecklenburg County.
- 4.5 Implement a multi-year phase-in of the appropriate share of University administrative costs that a campus analysis determined should be paid by non-state auxiliary operations.
- 4.6 Assess criteria to establish and operate internal recharge units, including the appropriateness of recovering a portion of costs incurred by campus-wide administrative functions.
- 4.7 Expand initiatives in Research & Economic Development and the Division of University Advancement to increase the number of graduate fellowships through corporate, foundation, and government funding mechanisms.

## UNIVERSITY GOAL 5

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*Consistent with aspiration of the UNC system strategic plan Goal 11 to create institutions “committed to excellence and the fullest development of a diversity of students, faculty, and staff,” enhance opportunities for learning and working together in a socially and culturally diverse world.*

### **Objectives:**

- 5.1 Implement the revised Campus Plan for Diversity, Access, and Inclusion approved by the Board of Trustees in April 2016, and regularly assess the campus climate to monitor the Plan’s impact.
- 5.2 Continue the work of the Council on University Community created by the Chancellor in 2006 with a more engaged and sustained approach to solicit input on its work from organized groups and offices with missions related to the goals of the Campus Plan for Diversity, Access, and Inclusion, including those relating to the presence of racial and ethnic minorities, LGBTQ individuals, and international students, staff, and faculty.
- 5.3 Develop additional programs to assist faculty in expanding cultural awareness of and delivering more effective instruction to a student body that is socio-economically and ethnically diverse, has varying levels of academic preparation, and has different learning styles.
- 5.4 Develop and deliver programs for faculty and staff to improve working relationships and strengthen cultural competence in an increasingly intercultural workplace.
- 5.5 Expand education abroad opportunities, bilateral international exchange programs for both students and faculty, on-campus internationalization opportunities, mastery of foreign languages, and international student recruitment opportunities.

## UNIVERSITY GOAL 6

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*Enhance the quality of campus life and the collegiate experience for students and other members of the campus community, both on-campus and in adjacent University City neighborhoods.*

### **Objectives:**

- 6.1 Implement the 2016-2021 division plans for Student Affairs and Athletics.
- 6.2 Complete design and construction of the new Health and Wellness Center adjacent to the Student Union.
- 6.3 Complete design and construction of a new Counseling Center as an annex to the Student Health Center, and remodel the space in Atkins vacated by the Counseling Center to expand the University Career Center.
- 6.4 Implement the revised long-range plan for resident student housing, including completion of Levine Hall and the renovation of the high rise towers.
- 6.5 Implement the strategic plans for the Division of Student Affairs, other than as set forth herein, and the Division of Athletics, including initiating additional women's sports programs to maintain compliance with Title IX including women's golf (2017) and, potentially, women's swimming and sand volleyball.
- 6.6 Continue assessment of campus safety and security by the Campus Safety and Security Committee and the subcommittees on Substance Abuse and Suicide Prevention and Clery Act Compliance, and allocate appropriate resources for the most critical needs.
- 6.7 Renew the campus commitment to functional emergency preparedness for preventing and responding to emergencies that could adversely affect the safety of the campus community, interrupt campus operations, or cause damage to University facilities and grounds.
- 6.8 Implement the recommendations of the Campus Accessibility Advisory Committee (accepted by the Chancellor in 2011) and allocate appropriate resources for the most critical needs.
- 6.9 Continue outreach efforts by the Title IX Office in compliance with federal regulations and guidance concerning Title IX and the Violence Against Women Act, including the education of students, faculty, and staff on the topics of sexual assault, stalking, and domestic and interpersonal violence, and including implementation of a regularly scheduled climate survey.

## UNIVERSITY GOAL 7

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*Build local, state, and national awareness of and respect for the work of the University and its people.*

### **Objectives:**

- 7.1 Implement the communication goals and objectives of the 2016-2021 Plan for the Division of University Advancement.
- 7.2 Continue to implement an integrated internal and external communications strategy to build awareness of how the University and its constituents contribute to addressing community needs, with a particular focus upon work with community partners in mutually beneficial programs that enhance the economic, civic, and cultural vitality of the region. Continually assess the effectiveness of university-wide communications and the collaborative alignments between the central and distributed staffs.
- 7.3 Develop and launch a redesign of the unified, main University website that communicates a clear, consistent, and polished image of the institution. The redesign will address [www.uncc.edu](http://www.uncc.edu) and its main landing pages. New design options for colleges, departments, and administrative units will be developed as part of the initiative.
- 7.4 Develop and implement a coherent political relations strategy to improve the ability of the University to secure additional resources and support to address critical needs.
- 7.5 Continue to seek external recognition for the accomplishments of the University's faculty, staff, and students by preparing and submitting nominations as appropriate for international, national, statewide, and regional award opportunities.
- 7.6 Assess alternative models for the University's pre-eminent award and recognition ceremonies to maximize attendance by members of the University and regional communities, as appropriate.