



UNC GREENSBORO

Board of Trustees

Meeting of the Full Board
March 16, 2023

Information Item

BOT – 4 Strategic Plan Update

Background Information

UNC Greensboro’s Giant Steps Strategic Plan was developed over the course of two years and endorsed by the UNCG Board of Trustees in Fall 2016 as a framework to guide the direction of the university over the course of five to ten years. The UNC System’s 2016 Higher Expectations Strategic Plan soon followed and established five specific System-level goals that intersected with Giant Steps. UNCG consistently and successfully implemented, met, and exceeded those goals between 2017 and 2020. Additional components of the Giant Steps plan were also successfully met. Details and related data are reflected in the attached UNCG Strategic Goals Progress Snapshot.

In 2022, the UNC Board of Governors approved an updated UNC System Strategic Plan that was developed to align the Higher Expectations goals and metrics with current System priorities and initiatives. In Spring 2023, the Board of Governors also approved a new funding model with associated new performance metrics. The North Carolina Legislature is expected to approve this new funding model and performance metrics by Summer 2023.

UNCG will thereafter begin a formal process to develop a new strategic plan for the university, building on informal efforts that have been ongoing as part of leadership’s conversations with faculty and staff around UNCG’s strategic direction.

Attachment:

4.1 UNCG Strategic Goals Progress Snapshot (see below)

UNCG Strategic Goals Progress Snapshot 2016–2022



1. Giant Steps and Higher Expectations

After two years of planning, Taking *Giant Steps: The University of North Carolina at Greensboro Strategic Plan* was endorsed by the UNCG Board of Trustees in the Fall of 2016. *Giant Steps* was intended to serve as a framework to guide the direction of the University over the next five to ten years. The plan specified Areas of Transformation and Areas of Strategic Focus, presenting them in a matrix:

	STUDENT TRANSFORMATION	KNOWLEDGE TRANSFORMATION	REGIONAL TRANSFORMATION
Health and Wellness	Students will gain understanding of and appreciation for health and wellness as it applies to their personal and professional lives.	UNCG will enhance understanding of health and wellness, health disparities, and the health professions.	UNCG will be an active partner in promoting health and wellness in the broader community.
Vibrant Communities	Students will gain the necessary knowledge and skills to be active contributors to their communities.	UNCG will enhance understanding of the elements and processes that both comprise and compromise vibrant communities.	UNCG will be an active partner in contributing to the vibrancy of the larger community.
Global Connections	Students will gain the necessary knowledge and skills to engage effectively in and contribute productively to the global community.	UNCG will enhance understanding of global issues and of challenges related to globalization.	UNCG will be an active partner in promoting an environment in which global connections grow and thrive.

In *Giant Steps*, these areas of focus and transformation were associated with outcomes and initiatives campus-wide.

Just as *Giant Steps* was being fully implemented, the University of North Carolina System launched its five-year *Higher Expectations Strategic Plan*. *Higher Expectations* “established a set of System-level goals, identified the strategies that can help... achieve them, and provided the means to measure progress toward those goals.” The goals were (1) Access, (2) Affordability and Efficiency, (3) Student Success, (4) Economic Impact and Community Engagement, and (5) Excellent and Diverse Institutions.

Giant Steps included many of these goals already, but the institution had to pivot in order to ensure that all *Higher Expectations* goals and benchmarks were incorporated into institutional strategic initiatives. The table below specifies how the goals in *Giant Steps* have been interpreted to intersect with the *Higher Expectations* goals.

Giant Steps	Higher Expectations
Student Transformation - Enrollment	Access
Student Transformation - Educational experience/persistence	Affordability and Efficiency Success
Student Transformation - Graduation/completion	Success
Student Transformation - Contribution to workforce	Economic Impact
Knowledge Transformation	Economic Impact
Knowledge Transformation	Community Engagement
Regional Transformation	Economic Impact
Regional Transformation	Community Engagement
Health and Wellness	Excellent and Distinct Institutions
Vibrant Communities / Visual and Performing Arts	Excellent and Distinct Institutions
Global Connections	Economic Impact Excellent and Distinct Institutions

2. Evidence of Continuous Improvement

For objectives that intersect with *Higher Expectations*, the UNC System dashboard provides regular updates. In 2017, 2018, 2019, and 2020 UNC Greensboro met or exceeded its annual targets on all five of its priority *Higher Expectations* metrics:

1. By Fall 2021, increase low-income enrollments by 15.1% over 2015 baseline.
2. By 2021-2022, increase low-income completions by 32.5% over 2015 baseline.
3. By 2022, improve five-year graduation rate from any accredited institution to 62.4%, an improvement over a base of 56.7% for the 2010 cohort.
4. By 2021-2022, reduce by 50% the achievement gap in undergraduate degree efficiency between underrepresented minority and non-underrepresented students.
5. By 2021-2022, increase critical workforce credentials by 19.5% over 2015 baseline.

The table below details UNCG’s performance on annual goals toward these metrics, expressed as percentages above or below the target value.

	2017-2018	2018-2019	2019-2020	2021-2022
Goal 1	+6.2%	+6.1%	+1.9	-4.7%
Goal 2	+6.0%	+3.5%	+4.7%	+1.1%
Goal 3	+8.7%	+2.6%	+4.3%	-0.7%
Goal 4	+6.0%	+11.1%	+9.1%	+12.2%
Goal 5	+1.9%	+3.9%	+10.2%	+3.3%

In addition to these goals, the University also pursued other components of the *Giant Steps plan*:

1. UNCG committed to increase total external funding by 5.0% between fiscal year 2017 and fiscal year 2018.
2. UNCG committed to develop millennial districts, creating opportunities for growth, development of innovative academic experiences, and the creation of unique public-private partnerships for the university
3. UNCG committed to the creation of unique initiatives around critical workforce development.

External Funding: UNCG increased external funding by 12.9% from Fiscal Year 2017- Fiscal Year 2018. The University increased its external funding each year with the exception of fall 2020, in the midst of the pandemic. From 2017 through 2022, UNC Greensboro increased external funding by more than 31%.

Millennial Campus/Tate + Gate: In May 2017, the UNC System Board of Governors approved UNCG's millennial districts designation, creating opportunities for growth development of innovative academic experiences, and the creation of unique public private partnerships for the university. UNCG developed two districts—a health and wellness corridor along Gate City Boulevard, and an arts and culture corridor along Tate Street. The first development in Millennial Campus is the Jeanne Tannenbaum Center for Creative Practice at the intersection of the two corridors (nicknamed “Tate + Gate”).

Workforce Development: Among many other efforts, UNCG has created comprehensive academic, social, and cultural experiences around esports that deliver on its mission of providing opportunity, excellence, and access to students from a wide range of backgrounds to enhance educational outcomes, establish an end-to-end talent development pipeline for NC industry, and position the state as the nation's leading esports economy. So far, the University has opened a new state-of-the art esports arena, created a professorship in innovation, established an esports certificate program and academic minor in esports management, developed an esports educational alliance with high schools, and become a certified academic partner with Epic Games.

3. Next Steps

Over the course of 2022, the UNC System began a process to update the UNC System's Strategic Plan. The aim was to align the goals and metrics under the five previously identified themes with current System priorities and initiatives. The UNC Board of Governors approved the new plan in 2022. In Spring 2023, the UNC Board of Governors also approved a new funding model with performance metrics associated with the new funding model. It is expected that the Legislature will approve the new plan and funding model by Summer 2023. With the System plan and expected funding model and new performance metrics in place by the summer, UNCG will formally begin a new strategic planning process that aligns with the System plan and metrics, though informal efforts have already begun with the Chancellor and Provost engaging in dozens of conversations with faculty and staff about UNCG's strategic direction.