The University of North Carolina at Pembroke

Strategic Plan (2020-2025)

Strategic Planning and Resource Council (SPARC)

In March of 2019, Chancellor Robin Cummings appointed Dr. Mark Milewicz, Professor of Political Science, and Ms. Christie Poteet, Director of the Office of Community and Civic Engagement, as co-chairs of a 27-member Strategic Planning and Resource Council (SPARC). The SPARC committee, whose membership represents different key constituencies of the university, was charged with developing a new strategic plan for the university.

(A full membership list can be found in Appendix A)

Planning Process

The strategic planning process, spanning over 13 months (March 2019 – April 2020), was a comprehensive, time-intensive, and inclusive effort. Drawing on structures from the previous planning cycle, the 2020-2025 strategic planning process was based on five distinct phases: (1) Organization; (2) Data gathering; (3) Making sense of the data; (4) Developing goals and objectives; and (5) Review, revision, and approval. Through all five phases of the strategic planning process, the SPARC committee met over ten times.

The process formally began in March 2019 with SPARC developing the organizational components of the process such as developing a timeline and communication strategy. Prior to any data collection, and upon review of the existing strategic plan, SPARC determined that the existing Vision, Mission, Values, and Institutional Distinctiveness statements in the existing plan were not in need of revision; however, significant time and energy would be needed in support of revisions to University Goals and Objectives.

Throughout the summer of 2019, the committee planned a detailed data collection effort that involved campus-wide forums, focus groups, community engagement efforts, and an online survey instrument. In all, 12 focus groups and forums were held from September to October 2019. The survey, which closed in early October, yielded over 1,700 responses and 300 pages of response data.

(A full list of data gathering sessions can be found in Appendix B)

In October 2019 the committee began the third phase of the planning process, which involved data analyses. All members reviewed a significant volume of data and coded for themes that would help inform the goals and objectives, ensuring that they would also align with UNC System expectations. Common themes were identified, distilled into draft goals and objectives, and shared with the Cabinet in November and December 2019, after which more advanced drafts were developed.

In the spring of 2020, a full draft of the 2020-2025 UNCP strategic plan was shared with the campus and campus governing structure. This process included review by the SGA, Staff Council, Faculty Senate, Chancellor and Cabinet, and finally the Board of Trustees in April of 2020.

SPARC's proposed involvement in the strategic plan's five-year implementation, most specifically in monitoring proposed strategic action plans that emerged from the data collection effort in the fall of 2019, was communicated to the Chancellor's Cabinet in January and February of 2020. Understanding that strategic plans also need to be flexible and adaptive to changing environments, it is possible for

alignment needs at the system level or long-term needs of the university to result in some adaptation of this plan's goals and objectives. An implementation report and the re-establishment of the SPARC committee to revise the plan for the 2025-2030 strategic planning cycle is expected in 2024.

(A full list of selected suggested strategies can be found in Appendix B)

The Plan

Mission

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 graduate 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.

Core Values

The Faculty and staff of UNC Pembroke are guided by the following set of core values:
- The commitment to serving the local region
- The creation, exploration, evaluation, and articulation of ideas
- The value of a liberal arts foundation as the basis of self-realization and lifelong learning
- The importance of honor and integrity to learning and leadership as we educate students to be stewards of the world
- The appreciation of the American Indian history of the University and local community
- The appreciation of diversity and respect for the dignity and worth of every individual
- The commitment to prepare graduate and undergraduate students to succeed in an ever-changing and increasingly technological global environment
- The accessibility of education which leads to the enhancement of the economy and culture in the region
- The maintenance of a sustainable, safe, healthful, attractive, and accessible campus

Vision

The University of North Carolina at Pembroke will challenge students to acknowledge and adapt to an ever-changing global environment. To this end, the student's university experience will emphasize critical thinking, effective communication, service, and social responsibility. Within a

culture that promotes the student's personal, social, and professional development, we will assure excellence that is discipline specific as well as interdisciplinary. As part of their academic experiences, students will be provided with opportunities to conduct relevant undergraduate and graduate research that contributes to the betterment of society.

Institutional Distinctiveness

The University of North Carolina at Pembroke distinguishes itself from peer institutions by offering an affordable, highly personalized, student-centered education to diverse students. Founded in 1887 as an American Indian institution to serve the Lumbee people, UNCP is now also comprised of students, faculty, and staff who possess differing attributes based on race, ethnicity, gender, sexual orientation, disability status, national origin, age, political affiliation, religion, and other characteristics. Diversity grounds intellectual pursuits and provides us with opportunities for discovery and ways to integrate all individuals and groups into the larger community, respecting and valuing their uniqueness, while simultaneously advancing the University's historical tradition. UNC Pembroke thus prepares its students for life and leadership within a diverse society.

Goals

1. Promote student success through excellence and innovation in academic programming.
2. Enrich the student experience through engaged learning and enhanced student support services.
3. Expand institutional resources and enhance operational excellence.
4. Embrace and celebrate UNCP's unique identity.
5. Enhance and expand regional and community engagement.

Objectives[1]

Goal 1: Innovative Academic Programming

1) Develop new graduate and undergraduate degree programs.
2) Preserve and maintain UNCP's historic commitment to a small-college educational environment while continuing to grow the student body.
3) Enhance resources for existing academic programs.
4) Provide flexible opportunities for students to ensure graduation and achievement of their educational goals.
5) Promote and support faculty research and scholarship.

Goal 2: Engaged and Supported Student Experiences

1) Provide innovative and high-quality student support services that enhance the campus experience.
2) Prepare students to thrive in an increasingly globalized society.
3) Create an environment where specialized and underserved student populations can flourish and succeed.
4) Promote a sustainable balance of mental, physical, and emotional wellness.

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[1] All goals, objectives, and suggested strategies, while enumerated, are not prioritized in any way.

Goal 3: Operational Excellence

1) Promote a culture of professional development and the sustainable balance of mental, physical, and emotional wellness.
2) Recruit and retain exceptional faculty and staff.
3) Develop a diverse revenue stream to maximize success and support our long-term growth.
4) Provide exceptional facilities and optimal resources.
5) Establish a culture of continual process improvement.
6) Create a transparent environment that supports effective communication at all levels.

Goal 4: Celebrate UNCP's Uniqueness

1) Develop recruitment strategies for targeted student populations.
2) Recruit and retain diverse faculty and staff.
3) Maintain and enhance the university's historic mission of access and affordability
4) Celebrate and embrace UNCP's distinctive history and cultural heritage.
5) Promote and safeguard diversity and inclusion in all aspects of university life.

Goal 5: Regional and Community Engagement

1) Create collaborative partnerships that result in enhanced student educational experiences.
2) Enhance economic development and address regional and community needs.
3) Support workforce development for opportunities important to the region.
4) Expand UNCP's brand reputation and recognition in the region and beyond.

Appendix A

The Strategic Planning and Resource Council (2019-2020)

Name	Division	Area
Mark Milewicz, Ph.D. (Co-Chair)	Academic Affairs	Department of Political Science and Public Administration
Christie Poteet (Co-Chair)	Student Affairs	Community and Civic Engagement
Renee Lamphere, Ph.D.	Academic Affairs	College of Arts and Sciences
Melissa Schaub, Ph.D.	Academic Affairs	College of Arts and Sciences
Richard Gay, Ph.D.	Academic Affairs	College of Arts and Sciences
Dr. Mabel Rivera	Academic Affairs	School of Education
Nick Arena	Academic Affairs	School of Business
Alice Kay Locklear, Ph.D.	Academic Affairs	College of Health Sciences
Laura Hess	Academic Affairs	Livermore Library
Jenelle Handcox	Academic Affairs	Office of Financial Aid
Terry Locklear	Academic Affairs	Office of Online Learning
Nancy Fields	Academic Affairs	Staff Council
Cathy Lee Arcuino, Ph.D.	Academic Affairs	Global Engagement
Nicolette Campos, Ed.D.	Academic Affairs	University College
Liz Normandy, Ph.D.	Academic Affairs	Office of the Provost
Paul Posener	Student Affairs	Housing and Residence Life
Art Malloy, Ph.D.	Student Affairs	Division of Student Affairs
Jodi Phelps	UCM	UCM
Kristy Nance	Finance and Administration	Finance
Becky Thompson	Finance and Administration	Human Resources
Kindra Locklear	Finance and Administration	DoIT
Dick Christy	Athletics	Athletics
Brittany Sandefur	Advancement	Advancement
Jorden Revels		Student-SGA Student
Alexis Ellis		Student-Graduate
Meghan Canady		Student-Commuter
Don Metzger		Chair, Board of Trustees
Ed Brooks		Board of Trustees, Community Member
Fulton Smith		Foundation Board

Appendix B

Suggested Implementation Strategies Based on Data from the Following Sources

Sources of Suggested Implementation Strategies:

1. Campus public forum (9/10/19)
2. Campus survey (10/19)
3. Lumbee Tribe of North Carolina Education Committee (9/24/19)
4. SPARC review of the current strategic plan (5/23/19)
5. Board of Trustees (9/20/19)
6. Faculty forums (9/23/19, 9/24/, 9/25, 9/26)
7. Foundation Board (9/26/19)
8. Staff focus group (10/1/19)
9. Student focus group (9/19/19)

Suggested Strategies for Implementation[2]

Goal 1: Innovative Academic Programming

Objectives and Associated Suggested Strategies
1) Develop new graduate and undergraduate degree programs.
   - Consider traditional and online degree programs in high demand fields, such as health/medical, STEM, agriculture, engineering, education, cybersecurity, as well as doctoral-level programs.
2) Preserve and maintain UNCP's historic commitment to a small-college educational environment while continuing to grow the student body.
   - Increase class volume and availability in keys areas, while maintaining small class size.
3) Enhance resources for existing academic programs.
   - Evaluate underperforming or under-utilized existing programming.
   - Increase funding for PURC and faculty/student research projects.
   - Expand engaged and experiential learning opportunities.
   - Expand internships and graduate assistantships on campus for all departments.
4) Provide flexible opportunities for students to ensure graduation and achievement of their educational goals.
   - Develop and implement a long-range online learning strategy which includes standardized training for online faculty.
   - Strategically expand the number of online courses and online degree programs.
   - Expand offerings of online certificate programs and enhance continuing education programs.
   - Expand offerings of courses to accommodate non-traditional students.
5) Promote and support faculty research and scholarship.
   - Increase departmental travel and research funds.
   - Increase opportunities and funding for student/faculty research.

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[2] Suggested strategies for implementation as well as all aforementioned goals and objectives, while enumerated, are not prioritized in any way.

Goal 2: Engaged and Supported Student Experiences

Objectives and Associated Suggested Strategies

1) Provide innovative and high-quality student support services that enhance the campus experience.
   - Evaluate current services and reallocate resources to higher need areas.
   - Enhance food services.
   - Increase the volume and variety of study areas.
   - Create new mental health programs and further invest in high need health-related areas.
   - Explore further innovation in advising and tutoring through the University College.
   - Support equity in faculty advising loads.
   - Assess and evaluate advising in order to maximize quality and consistency.
   - Develop new and innovative student mentoring initiatives involving faculty and staff.
   - Develop opportunities for added student engagement with faculty and staff.
   - Increase utilization of technology to enhance support services to students (such as Webex, etc.).

2) Prepare students to thrive in an increasingly globalized society.
   - Enhance the internationalization of campus through increased engagement initiatives.
   - Increase international recruitment.
   - Increase opportunities for study abroad experiences.
   - Expand international programming in new areas.

3) Create an environment where specialized and underserved student populations can flourish and succeed.
   - Support non-traditional student needs, especially those of single parents.
   - Review support services for military-affiliated students and create added resources and programs to address unmet or emerging needs.
   - Create new services for emerging populations, such as first-generation college students.
   - Review data from commuter (and other) surveys to incorporate newly discovered needs.
   - Enhance service learning, undergraduate research, living-learning communities, capstone experiences, graduate assistantships, and internships.
   - Create a daycare program for faculty, staff, and students.
   - Create holistic career development strategies (diverse experiences, certifications, education, exposure).
   - Recognize and address unique student needs and limitations (such as transportation, etc.)

4) Promote a sustainable balance of mental, physical, and emotional wellness.
   - Expand adequate health and wellness facilities, as well as athletic opportunities.
   - Develop additional designated student space.
   - Enhance athletics by adding sports such as men's soccer, golf, and lacrosse in support of enrollment initiatives and community engagement.
   - Sustain and support the Health and Wellness Committee.

Goal 3: Operational Excellence

Objectives and Associated Suggested Strategies
1) Promote a culture of professional development and the sustainable balance of mental, physical, and emotional wellness.
   - Increase professional development opportunities for faculty and staff.
   - Enhance support and resources for non-tenure track faculty and staff.
   - Enhance faculty research and teaching support.
   - Create faculty and staff work/life balance initiatives.
   - Bring distinguished alumni back to campus to speak to current students.
   - Enhance and promote faculty/staff specific fitness/health/wellness initiatives.

2) Recruit and retain exceptional faculty and staff.
   - Create a philosophy, mechanism, or strategy to ensure that professional development efforts are most worthwhile/helpful for faculty and staff.
   - Increase and incentivize professional development and advancement opportunities for faculty and staff.
   - Develop a long-term compensation strategy and salary philosophy for faculty and staff.
   - Create and approve flexible work schedules.
   - Create and market benefits for faculty and staff (such as workout facilities, discounted services--meal plans, parking, etc.)

3) Develop a diverse revenue stream to maximize success and support our long-term growth.
   - Increase state and federal grant acquisition for the university and surrounding areas.
   - Increase the volume and deployability of academic scholarships for key student populations.
   - Engage in a UNCP capital campaign.
   - Expand the Office of Sponsored Research and Grants to support faculty and staff.
   - Build UNCP development programs to increase private philanthropic support from external individuals, companies, and foundations.
   - Increase alumni outreach and engagement, particularly for those populations outside of NC.
   - Focus on sustainable growth in tuition revenues over time.

4) Provide exceptional facilities and optimal resources.
   - Continue improvements to campus housing, such as ADA compliance, public safety, building upgrades, parking, investments in signage, way-finding, etc.
   - Address campus growth to ensure an accessible, comfortable, and safe learning environment for all.

5) Establish a culture of continual process improvement.
   - Increase automated and efficient processes for students and faculty.
   - Find ways to further invest in human capital.

6) Create a transparent environment that supports effective communication at all levels.
   - Develop a comprehensive master plan.
   - Create and refine an intra-campus communication strategy.

Goal 4: Celebrate UNCP's Uniqueness

Objectives and Associated Suggested Strategies
1) Develop recruitment strategies for targeted student populations.
   - Refine admissions efforts and create a long-term recruitment strategy for key groups.
   - Enhance collaborative recruitment efforts.
   - Enhance targeted programs and initiatives that promote engagement.

2) Recruit and retain diverse faculty and staff.
   - Increase retention efforts by identifying and rewarding outstanding faculty and staff.
   - Target and refine recruitment practices within The Office of Human Resources.
   - Create a recruiting pipeline by encouraging students to pursue careers as faculty and staff.

3) Maintain and enhance the university's historic mission of access and affordability
   - Focus on scholarship development.
   - Increase access to grant funding.

4) Celebrate and embrace UNCP's distinctive history and cultural heritage.
   - Focus on building the university's brand reputation.
   - Enhance marketing campaigns (outward and internal marketing; space; materials).
   - Create programming that highlights and celebrates UNCP.
   - Enhance employee/partner outreach (such as story-telling, etc.).
   - Further enhance community engagement as a means of embracing heritage.
   - Create programs to promote pride and affinity for campus, culture, heritage, and history.

5) Promote and safeguard diversity and inclusion in all aspects of university life.
   - Ensure an inclusive campus environment through services, spaces, programs, and initiatives that introduce diverse cultures, backgrounds, and perspectives.

Goal 5: Regional and Community Engagement

Objectives and Associated Suggested Strategies
1) Create collaborative partnerships that result in enhanced student educational experiences.
   - Enhance service-learning, internships, and mentorships with Public Schools, tribal leadership, nonprofits, government agencies, and businesses.
   - Create a Town, Tribe, Regional Service Area, as well as a UNCP Student Committee to develop a plan to attract more business and improve town relations for better communication and collaboration.
   - Work with the Lumbee Tribe for additional partnerships.
   - Develop plans to address needs of local public schools through the School of Education.

2) Enhance economic development and address regional and community needs.
   - Enhance the Entrepreneurship HUB and The Office for Regional Initiatives.
   - Create academic programs that can specifically target the community for hands on learning. *For example*: Use the Nursing Department to conduct diabetes research specific to The Lumbee Tribe or use the Biology Department to evaluate the effects of hurricanes in Robeson County (partner with area high school biology kids, town, county, or Tribe for certain aspects of the project).

3) Support workforce development for opportunities important to the region.
   - Create partnerships with businesses within the service area to create career paths for our students.
   - Review data for student majors and specific area businesses to ensure we meet service learning and internship needs.
   - Increase partnerships with businesses to create a path for employees to apply/attend UNCP.

4) Expand UNCP's brand reputation and recognition in the region and beyond.
   - Further invest in marketing and outreach between campus and community.
   - Increase opportunities for community to engage on campus (especially with area youth).
   - Support a welcoming environment for the area community.