

The University of North Carolina at Pembroke

Strategic Plan

UNC PEMBROKE

November 8, 2012

Authored by: Beverly R. King, PhD, Executive Director, Strategic Resources & Planning Council

The University of North Carolina at Pembroke

Strategic Plan

Strategic Planning and Resources Council (SPARC)

The Strategic Planning and Resources Council (SPARC) was created in 2006 to oversee strategic planning efforts at The University of North Carolina at Pembroke. Its membership was reorganized in 2011 in preparation for a new round of strategic planning. The purpose of the reorganization was to include a wider variety of campus representatives, especially more faculty. Co-chairs of the new SPARC were appointed by Chancellor Carter. They are Dr. Kenneth Kitts, Vice Chancellor for Academic Affairs and Provost, and Dr. Mario Paparozzi, Professor and Chair of the Sociology/Criminal Justice Department. Dr. Beverly King, Assistant Vice Chancellor for Institutional Effectiveness, serves as Strategic Planning Coordinator for all activities related to SPARC and strategic planning. SPARC recording secretaries are Ms. Kristen Anderson, Director of Advancement Services, and Ms. Renee Steele, Director of Alumni Relations. (A full membership list is included in the Appendix.)

Planning Processes

A great deal of work took place campus-wide at the beginning of the 2006-2011 strategic plan cycle to create new mission, vision, core value and institutional distinctiveness statements for the university. The restructured Strategic Planning and Resources Council, in its initial deliberations, decided that the mission, core value, and institutional distinctiveness statements did not need to be revised for the new strategic plan.

The focus for the 2011-2012 year was to revise UNCP's vision statement and to create goals, objectives, and strategies. The "Collaborative Strategic Planning" model (Sanaghan, 2009) was used to guide strategic planning activities throughout the year. UNCP's strategic plan website (<http://www.uncp.edu/ie/sp/>) was updated to reflect the new planning cycle, outline the model used, and post strategic planning documents as they became available.

SPARC kicked off the new strategic planning cycle with a retreat at the UNCP Regional Center in July of 2011. The retreat allowed members to get to know one another as well as to engage in some "planning to plan" and data gathering exercises that were subsequently utilized to collect information from UNCP stakeholders, including faculty, staff, students, administrators, employers, alumni, donors, the Board of Trustees, Lumbee Tribal Council members, and area K-12 representatives.

Following data gathering and engagement with stakeholders, sub-groups of SPARC members worked to make sense of the issues that emerged and then wrote "concept papers" based on these issues. Eight concept papers were written on the topics of: Academics, Campus & Area, Communication & Morale, Distance Education, Fiscal Sustainability, Outreach, Student Services, and Technology. (These papers are available at: <http://www.uncp.edu/ie/sp/phases/phase3.htm>.)

The papers were presented to representative stakeholders at a "Vision" conference held in the UC Annex in February of 2012. The Vision conference was a brainstorming session at which participants were asked to think about a

“preferred future” for UNCP. The data from this conference was used by a sub-committee of SPARC to draft a vision statement for the university. This statement was reviewed by SPARC members and attendees from the Vision Conference.

On May 11, 2012, the year of strategic planning activities ended with a Goals conference at which SPARC members, along with selected implementation leaders, gathered to create a set of objectives and tentative action plans aligned with strategic goals. Conference attendees based their work upon the vision statement and other strategic planning documents such as one describing various planning assumptions (available at <http://www.uncp.edu/ie/sp/phases/phase5.html>).

In the fall of 2012, the new strategic plan will proceed through the governance structure for approval. This includes review by the Chancellor and his Cabinet, Faculty Senate, Staff Council, and the Board of Trustees. Subsequent strategic planning activities will consist mainly of implementing the plan. SPARC will continue to oversee this process. Tentative action plans (created at the Goals conference) were passed along to the Cabinet; as they create additional action plans and assess progress toward completion, SPARC will receive updates at semi-annual meetings. In 2016, SPARC will carefully review the entire strategic plan and make recommendations for any work that needs to be done at that point to bring it up to date; it is expected, however, that a major revision will not need to be done until the 2019-2020 academic year.

Good strategic plans are fluid and responsive to environmental changes. Although the goals and objectives as listed below should be considered stable, new goals and ways to achieve those goals (objectives, action plans) may be proposed if needed. SPARC, as well as individuals responsible for plan implementation, will be attentive to possible alignment between UNCP’s strategic plan and other long-term plans within the university and the University of North Carolina system. Examples include the campus Master Plan and UNC’s proposed Performance Based Funding model.

SPARC recommends that, based on the university strategic plan, formal and fluid sub-plans be created within departments, schools, colleges, and functional units/offices whereby each university employee understands his or her role in and value to the success of the University’s mission, vision, and goals. Strategic planning education, coordination, and assessment is available through the Office of Institutional Effectiveness.

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

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.

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 inter-disciplinary. 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.

Goals

The University of North Carolina at Pembroke will.....

- become the institution of choice for students in Southeastern North Carolina emphasizing an affordable, personalized, unique and quality academic experience.
- maximize student success by improving its recruitment strategies and enhancing its academic support systems.
- enhance regional engagement through its outreach and academic program offerings.
- enhance its efficient and effective use of human and non-human resources.

Objectives

Institution of Choice

- 1.1 Assure the university's array of academic programs aligns with the University's mission, are properly resourced and maintain sufficient demand.
- 1.2 Maintain reasonable class size to encourage the personal touch.
- 1.3 Develop new programs to meet regional need and/or take advantage of unique attributes of Southeastern North Carolina.
- 1.4 Seek regional and/or national accreditation in programs important to the region.
- 1.5 Expand engaged learning opportunities for students to include service learning, undergraduate research, internships and co-ops.
- 1.6 Maintain well-appointed academic and extramural facilities to assure students have proper living/learning opportunities.
- 1.7 Ensure a robust campus experience for students by providing diverse and engaging activities through programming, athletics, and cultural events.

Student Success

- 2.1 Revise admissions standards and recruitment practices to identify students who are a good fit for UNC Pembroke.
- 2.2 Grow and strengthen Living and Learning Communities.
- 2.3 Implement specialized programs to support the needs of commuter and distance education students.
- 2.4 Enhance student support and intervention systems such as academic advising and tutoring.
- 2.5 Promote diversity in all aspects of university life and foster opportunities for collaboration among academic disciplines and administrative units.
- 2.6 Create resources that ameliorate students' challenges in securing and maintaining access to safe housing, healthy foods, and other basic life needs.

Regional Engagement

- 3.1 Create a robust continuing education program for both credit and non-credit courses.
- 3.2 Offer academic programs to provide training and job opportunities important to the region.
- 3.3 Create a more durable and robust infrastructure for online classes.
- 3.4 Develop and support partnerships with community colleges.
- 3.5 Expand UNCP's outreach to the military to increase attendance of active and inactive duty personnel, spouses and dependents.
- 3.6 Partner with the local community and region (e.g., military, Lumbee Tribe, area businesses, chambers of commerce, visitors' centers, health care facilities) to address regional needs (e.g., K-12 education, health care, food insecurity, hunger, etc.)

Efficient and Effective Use of Resources

- 4.1 Develop a stable business model that manages enrollment around new performance expectations for the university.
- 4.2 Use software management systems to achieve greater efficiency in facility use with a focus on classroom scheduling.
- 4.3 Improve use and ROI (return on investment) of existing technology with a focus on campus-wide technologies that improve the lives of faculty, staff, and students.
- 4.4 Develop professional development opportunities for faculty and staff to help them perform their jobs more effectively.
- 4.5 Develop a long-term plan to address salary compaction and other salary inequities.
- 4.6 Develop a university dash board to monitor Key Performance Indicators of the university.
- 4.7 Expand external funding through gifts, grants and contracts to support university programs, research and student scholarships.

Appendix

Strategic Planning & Resources Council Members, 2011-2012

Co-chairs:

Dr. Kenneth Kitts, Provost & Vice Chancellor for Academic Affairs
Dr. Mario Paparozzi, Professor & Chair, Department of Sociology & Criminal Justice

Executive director:

Dr. Beverly King, Assistant Vice Chancellor for Institutional Effectiveness

Co-facilitators / secretaries (ex-officio members):

Ms. Kristen Anderson, Director, Advancement Services
Ms. Renee Steele, Director, Alumni Relations

Mr. Neil Hawk, Vice Chancellor for Business Affairs
Dr. Diane Jones, Vice Chancellor for Student Affairs
Dr. Lisa Schaeffer, Associate Vice Chancellor for Student Affairs
Ms. Jackie Clark, Vice Chancellor for Enrollment Management
Ms. Wendy Lowery, Vice Chancellor for Advancement
Dr. Robert Orr, Associate Vice Chancellor for Information Resources & Chief Information Officer
Dr. Cammie Hunt, Associate Vice Chancellor for Engaged Outreach
Dr. Sara Simmons, Acting Dean, Graduate Studies
Dr. Leah Fiorentino, Dean, School of Education
Dr. Susan Cannata, Chair of Faculty Senate
Ms. Andrea Branch, Chair of Staff Council
Dr. Valerie Austin, Assistant Professor, Arts & Sciences
Dr. Steven Bourquin, Associate Professor, Arts & Sciences
Dr. Tony Curtis, Professor, Arts & Sciences
Dr. Jaime Martinez, Assistant Professor, Arts & Sciences
Dr. Angela Holman, Assistant Professor, Education
Dr. Lisa Mitchell, Assistant Professor, Education
Dr. Richard Kang, Assistant Professor, Business
Ms. June Power, Library
Mr. Edward Locklear, Staff Council appointee
Ms. Elizabeth Froeba, Non-teaching EPA
Ms. Charmaine Cromartie, Undergraduate student
Mr. Bruce Garris, Graduate student
Mr. Alex Baker, Community