

The Continued Development and Implementation of the UNCW Strategic Plan: Soar High, Soar Far, Soar Together

--Recap: Over two years (Fall 2021 through Spring 2023) and in coordination with the chancellor search process during academic year 2021-22, the strategic planning and design steering committee received input at multiple stages of the process from internal and external stakeholder and constituent groups through open forums, online surveys, and work groups. After multiple drafts and refinements, in late Spring 2023, the process culminated with presentations to and/or endorsements from Faculty Senate, Staff Senate, various UNCW volunteer boards, and community groups.

--On July 27, 2023, the UNCW Board of Trustees will be asked to approve the revised UNCW mission statement (for transmittal to the System Office and approval by the Board of Governors) and to endorse the pillars and priorities of the new strategic plan (see below).

--The implementation plan for the strategic plan will rely wherever possible on existing groups, offices, and individuals, who will be designated as the “responsible parties” for specific priorities and objectives in the plan. Those responsible parties will be tasked with further development and refinement of the objectives, metrics, action steps, tactics, and other details, including the tracking and reporting of progress.

--Each of the responsible parties will work with other offices and individuals on campus where priorities and objectives cross divisions and units and where accomplishment of their objectives is dependent on other units. They will work with the finance team to develop the resource allocation plans over the next ten years, with the campus master planning team and space allocation team in regard to facility and space needs, with human resources in regard to personnel matters, with the office of university relations in regard to the communications plan, and with the office of institutional research and planning in regard to data management and reporting, assessment, accreditation, and related issues.

--The Chancellor and the Cabinet will provide overall coordination and oversight of the implementation plan, the resource allocation plan, the comprehensive facilities plan, the communications plan, and the various responsible parties. As needed, a larger group consisting of the Cabinet, Deans, other relevant senior officers, and representatives of constituent groups (Faculty Senate, Staff Senate, SGA, etc.) will convene as part of the oversight and continued evolution of the strategic plan, given that it is a living document that will be modified over time.

--The Board of Trustees will be kept informed regarding the continuation of the strategic planning process as it is implemented, resourced, and communicated. A comprehensive report on progress toward accomplishing the objectives of the plan will be provided to the Board at least annually, thus supporting the Board in its primary role of advising the Chancellor on the strategic direction of the institution.

Soar High, Soar Far, and Soar Together

Proposed Mission Statement

The University of North Carolina Wilmington, the state's coastal university, integrates teaching and mentoring with research and service. UNCW's commitment to student engagement, creative inquiry, critical thinking, thoughtful expression, and civic responsibility defines the student experience. Graduates of our undergraduate, master's, and doctoral programs are prepared to serve the needs of local, state, and global communities.

Proposed Vision Statement

UNCW transforms lives.

Pillars of Our Strategic Plan

Four key "pillars" represent the foundation of the new strategic plan:

- **Unparalleled Opportunities**. UNCW's most important asset is its people. We provide unparalleled opportunities for faculty, staff, and students to succeed. We are a community of learners who all believe in the power of education to make the world a better place. We hire and retain accomplished, hard-working, and committed faculty and staff; we recruit and enroll a diverse pool of talented students with extraordinary potential that we help them achieve. As a people-centered organization, investing in priorities that support faculty, staff, and students will be key to our future success.
- **Nationally Prominent Programs**. UNCW is committed to cultivating an academic environment in which all members of our community can flourish. This environment is driven by the program activity related to curriculum, research, creativity, innovation, outreach, engagement, and student support. Our region and its place in the global economy are changing rapidly. UNCW will invest in regionally relevant and globally important programs that are responsive to our campus and community needs.
- **Community Commitment**. UNCW understands that collaborative partnerships – both internal and external to campus – are critical for achieving our university mission. Simply put, we work better when we work together. We see the future of higher education as one where community relationships spur innovation, creativity, and problem-solving; where authentic engagement with the community leads to new learning opportunities and civic engagement; and where partners in our mission help achieve our goals in mutually beneficial ways.
- **World-Class Operations and Infrastructure**. Living and working on the coast is at the heart of almost everything UNCW does. Therefore, "place" – construed broadly – is a critically important consideration for our future. We think of place not only as our coastal location, but also as the physical infrastructure and institutional operations that support our mission as well as our attitudes and approaches to environmental stewardship and sustainability. We will invest in upgrading and modernizing the operational systems and physical structures that align campus with our long-term goals as a university, providing students optimal learning and development.

Strategic Priorities

Each of the four pillars are linked to key strategic priorities for the next ten years. These strategic priorities will be developed further by implementation teams and individuals to include objectives, action steps, and metrics. The responsible parties will provide oversight and tracking of the various activities and programs that advance the strategic plan. Based on progress, these will be revisited, refined, and adjusted over the course of the ten-year period, making the plan a living document.

- **Unparalleled Opportunities**

- Priority 1: Increase access and affordability for students
- Priority 2: Enhance services that support student success and timely completion, physical and mental well-being, sense of community and belonging, academic and career advising
- Priority 3: Develop career-ready students upon graduation
- Priority 4: Be a destination employer
- Priority 5: Create a more diverse and welcoming environment for students, staff, faculty, and community members

- **Nationally Prominent Programs**

- Priority 6: Be a leader in new interdisciplinary teaching and learning initiatives
- Priority 7: Expand academic programs in high demand areas responsive to state needs
- Priority 8: Expand research that is regionally relevant and globally important, addressing complex problems through interdisciplinary collaboration and having positive impacts through commercialization and economic development
- Priority 9: Establish an academic health sciences center and meet healthcare workforce needs in partnership with regional health care providers and other organizations
- Priority 10: Reaffirm and enhance our role and brand as the state's coastal university, building on our strengths in coastal and marine sciences

- **Community Commitment**

- Priority 11: Increase accessibility of campus and visibility within the community to positively impact our region and its residents while actively marketing and promoting UNCW's identity in ways that inspire enrollment, giving, and community involvement
- Priority 12: Increase opportunities for faculty, staff, students, and alumni to engage with and support the community, including student civic engagement
- Priority 13: Expand global collaborations and partnerships to improve intercultural competency and to connect Wilmington and the world
- Priority 14: Increase support for athletics and the arts, leveraging community connections

- **World-Class Operations and Infrastructure**

- Priority 15: Streamline policies, procedures, and practices to increase efficiency, transparency, and sustainability
- Priority 16: Modernize data and technology across campus to advance data-informed decision-making
- Priority 17: Develop and implement a comprehensive long-term infrastructure plan that advances the institution's mission and strategic plan
- Priority 18: Diversify and enhance revenue streams sufficient to meet the needs of the institution and the strategic plan with a renewed emphasis on philanthropic giving from individuals, corporations, and foundations