

## University of North Carolina Wilmington



### *Transforming Ideas into Action: A Strategic Plan*

#### **Mission**

The University of North Carolina Wilmington, the state's coastal university, is dedicated to learning through the integration of teaching and mentoring with research and service. Our powerful academic experience stimulates creative inquiry, critical thinking, thoughtful expression and responsible citizenship in an array of high-quality programs at the baccalaureate and master's levels, and in our doctoral programs in marine biology and educational leadership. Substantial research activity, combined with our hallmark teaching excellence and moderate size, advances distinctive student involvement in faculty scholarship. We are committed to diversity and inclusion, affordable access, global perspectives, and enriching the quality of life through scholarly community engagement in such areas as health, education, the economy, the environment, marine and coastal issues, and the arts.

*Adopted by the UNCW Board of Trustees on October 23, 2009  
Approved by the UNC Board of Governors on November 13, 2009*

#### **Strategic Vision**

The faculty, staff, administration and students of UNCW are committed to achieving excellence and to placing UNCW in a position of preeminence among mid-sized, public universities in the South. UNCW will maintain an intimate learning environment for undergraduates, integrating teaching and mentoring with research and service. UNCW will promote and engage in high-quality scholarship and in master's-focused graduate education, as well as in selected doctoral programs. UNCW will provide a secure and attractive campus, encourage intellectual and cultural diversity, foster regional engagement, and value individual growth and development. In these ways, UNCW will prepare its graduates for a lifetime of learning, achievement and service for the betterment of self and community.

#### **Identity Statement**

At UNCW, passionate and engaged teaching, learning and research matter. UNCW is unique in its dedication to combining a small-college commitment to excellence in teaching with a research university's opportunities for student involvement in significant faculty scholarship.

#### **Core Values**

The university's culture fosters: creative, critical and reflective thinking; lifelong learning; communication and interaction; a celebration of diversity of people and ideas; commitment to improving the quality of life on and off campus; ecological diversity and sound environmental stewardship; and personal achievement and integrity. These core values are embodied in the following:

##### Teaching Excellence

Excellence in undergraduate teaching at the forefront of knowledge and technology has been a hallmark at UNCW, recognized and rewarded since its inception. A commitment to teaching excellence

requires that students and teachers engage in an array of intimate learning experiences and continue to build upon knowledge thus gained throughout a life of learning.

### Faculty and Student Scholarship

We are a community of learners that embraces scholarship and the necessary interplay between teaching and research. At UNCW, students are afforded opportunities to learn through collaborative scholarly activities with world-class faculty at a level that rivals exclusive research institutions.

### Student Development

UNCW strives to create learning environments and experiences that promote the cognitive, affective, physical and social development of the student learner. Educators and students collaboratively identify learning outcomes that further personal and professional growth. We engage in continual assessment to ensure a campus-wide learning ecology and community that supports the development of the whole student.

### Regional Engagement

UNCW's service to the people of southeastern North Carolina is embedded in both our history and our mission. The university is committed to service as both a responsibility and an opportunity for mutual enhancement of the institution and the region. Among our highest priorities are providing access to our programs and services, and establishing partnerships that improve the quality of life within our region.

### Diversity

Cultural, racial, ethnic and global diversity are fundamental to the mission of the university and are essential elements of an atmosphere of openness and free inquiry upon which teaching and learning rests. UNCW is committed to expanding the diversity of its faculty, staff and student body and to increasing access for historically underrepresented groups. We promote a diverse learning culture for the success and enrichment of each member of the campus community. Consistent with this value, the university actively promotes internationalization of the curriculum and student body.

### Integrity

We operate in an atmosphere of openness and are committed to ethical conduct and practices, to public accountability, to cultivating personal values and moral reasoning, to the principles of shared governance, and to maintaining the highest professional standards in all academic and administrative endeavors.

## **Goals and Objectives**

- GOAL I: Create the most powerful learning experience possible for our students.
- Objective 1: Pursue initiatives that promote student retention and graduation, competitive with our aspirant institutions.
  - Objective 2: Improve the range and quality of student-faculty interactions.
  - Objective 3: Improve availability of space, equipment, information technology and other support services for various types of classroom experiences appropriate for each discipline.
  - Objective 4: Ensure regular review and development of curricular content, delivery and rigor to meet the undergraduate and graduate programmatic needs of the university, the region and the state.
  - Objective 5: Improve experiences for students during initial entry into campus life and at crucial junctures in their education.
  - Objective 6: Improve our transfer student transition, experience and achievement.
  - Objective 7: Increase graduate student enrollment, and enhance graduate student experience and achievement.

- Objective 8: Regularly review and improve pedagogical frameworks, such as experiential learning, and program-specific learning outcomes.
  - Objective 9: Increase the level of support for faculty/student research and scholarly activity at the undergraduate and graduate levels.
  - Objective 10: Provide outstanding student recruitment, academic and support programs that advance the university's prestige and impact as an institution of higher education on the national stage.
- GOAL II:** Recruit, retain and develop quality faculty, administration and staff in appropriate numbers.
- Objective 1: Strive for fair and competitive salaries and improved benefits for faculty, administration and other EPA personnel
  - Objective 2: Strive for fair and competitive salaries and improved benefits for SPA staff personnel.
  - Objective 3: Invest in creative educational, research, service and administration initiatives that clearly advance one or more of the strategic goals of the university.
  - Objective 4: Encourage and support professional development and career advancement opportunities and initiatives for faculty and staff.
- GOAL III:** Embrace and enhance diversity throughout the university's constituencies, culture, curriculum and outreach activities.
- Objective 1: Build a pool of prospective students from underrepresented populations and recruit them to UNCW to develop a rich and vibrant learning environment.
  - Objective 2: Strengthen relationships with and among all current students.
  - Objective 3: Enhance diverse idea exchanges, engagement and the range of learning experiences through outreach relationships with other educational entities.
  - Objective 4: Access and utilize the intellectual, cultural and financial resources of the region through outreach relationships with minority community groups , businesses and other entities.
  - Objective 5: Recruit, develop and retain a critical mass of diverse faculty.
  - Objective 6: Recruit, develop and retain a critical mass of diverse staff and administrators.
  - Objective 7: Provide a curriculum that is educationally compelling in its use of diverse ideas, beliefs and backgrounds.
- GOAL IV:** Create an educational environment that prepares our students to be global citizens.
- Objective 1: Ensure students have access to travel, study abroad and classroom opportunities that foster their ability to participate in a global community.
  - Objective 2: Foster an international-friendly environment in Wilmington and the surrounding area.
  - Objective 3: Provide opportunities for faculty to develop international teaching and research interests.
  - Objective 4: Recruit faculty and students from areas of the world consistent with the university's programmatic priorities.
- GOAL V:** Strengthen the university's regional engagement and outreach activities.
- Objective 1: Partner with the public and private sectors to foster economic development throughout the region.
  - Objective 2: Provide service to and collaborate with our P-16 educational partners in public schools, community colleges and other universities.
  - Objective 3: Connect theory and practice through service learning programs that enrich academic coursework and serve the region.
  - Objective 4: Apply the intellectual and human capital of the university and its region to address critical quality of life concerns, including health and the environment.
  - Objective 5: Provide campus-initiated experiences that encourage participation in and access to higher education.

- Objective 6: Engage our region in a life of learning for intellectual reward, personal pleasure or career opportunity through high quality continuing studies programs and cultural opportunities.
- Objective 7: Strengthen the alumni and parent programs.
- Objective 8: Enhance the university's ability to perform larger scale multi-disciplinary applied research programs that focus on issues important to southeastern North Carolina.

GOAL VI: Enhance the quality of UNCW's environment and provide a sustainable campus that is attractive, functional and, above all, safe.

- Objective 1: Increase the sense of campus community for all members and at all levels of engagement.
- Objective 2: Provide dedicated locations to foster community.
- Objective 3: Provide comfortable, well-maintained work spaces.
- Objective 4: Provide excellent customer service in all business operations for students, faculty and staff.
- Objective 5: Improve processes and procedures that ensure safety and security in all facets of campus life.
- Objective 6: Establish education and training initiatives for campus violence prevention.
- Objective 7: Combine green buildings and operations, and student led initiatives, to increase campus sustainability.

GOAL VII: Ensure adequate resources to achieve university goals by increasing public financial support and private giving.

- Objective 1: Secure critical educational resources through more equitable funding from the state for UNCW.
- Objective 2: Achieve more efficient and effective use of existing resources through reallocation, technology, and linkages between planning and budgeting.
- Objective 3: Strengthen the annual giving program.
- Objective 4: Develop focused, aggressive planned giving and major gifts programs.
- Objective 5: Enhance foundation and corporate giving to UNCW.
- Objective 6: Establish funding sources to meet the expanding capital needs of a growing university.
- Objective 7: Increase grants, contracts and entrepreneurial activity to enhance the university's programs and projects.
- Objective 8: Meet the financial needs of students dependent on financial aid.

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Endorsed by the Faculty Senate April 20, 2004.

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