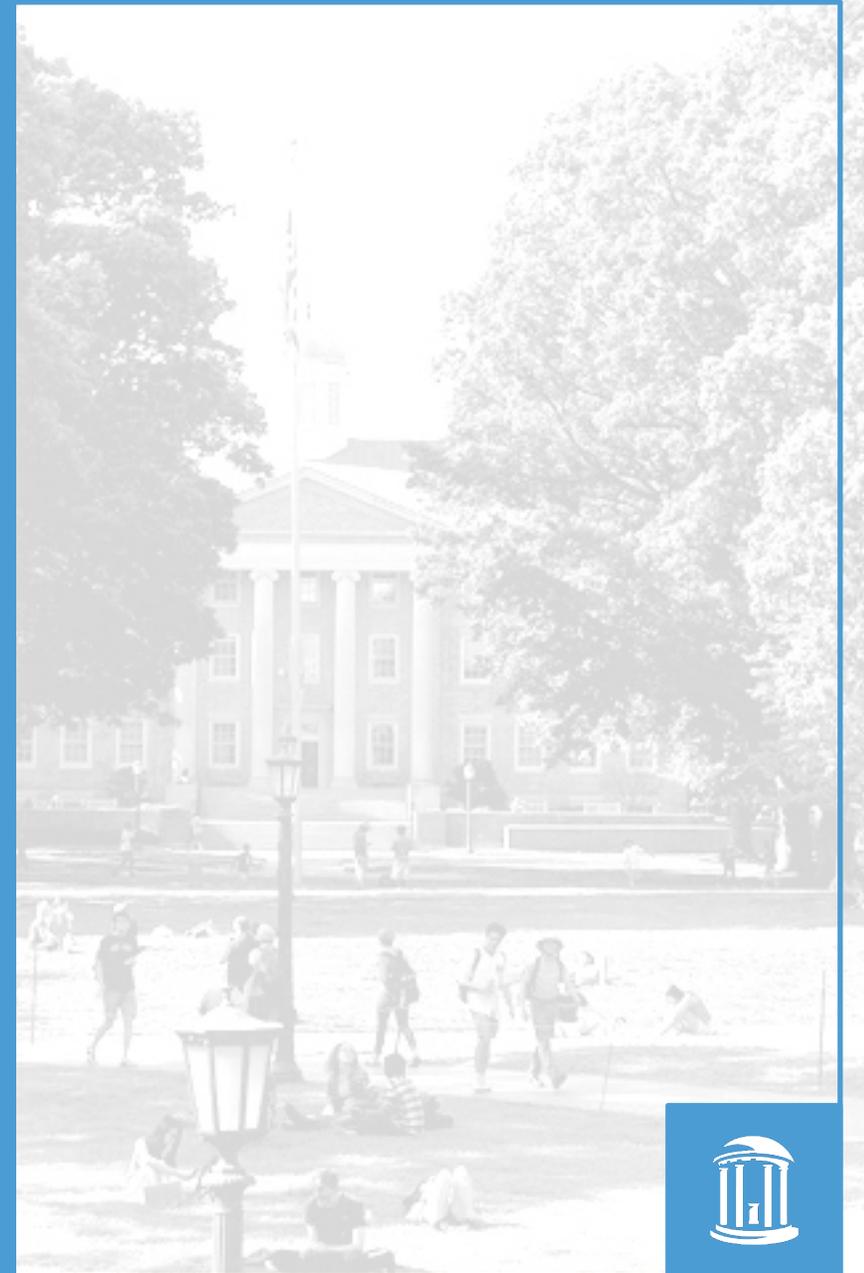


# Update on Carolina's Performance on the UNC System Strategic Plan Metrics

Presentation to the University Affairs Committee  
UNC-Chapel Hill Board of Trustees  
January 30, 2019

Lynn Williford, Assistant Provost for Institutional Research & Assessment  
Steve Farmer, Vice Provost for Enrollment & Undergraduate Admissions  
Terry Magnuson, Vice Chancellor for Research



# “Meeting Expectations”

UNC System’s Five-Year Strategic Plan



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## Areas of Focus



### ACCESS

Enrollments and Completions  
Transition from K-12 to College



### AFFORDABILITY AND EFFICIENCY

Affordable Tuition  
Operational and Financial Flexibility



### STUDENT SUCCESS

Graduation Rates/Degree Efficiency  
Reduce Achievement Gaps  
Competencies for 21<sup>st</sup> Century Life



### ECONOMIC IMPACT AND COMMUNITY ENGAGEMENT

Critical Workforce Credentials  
Research Productivity  
Investment in NC Communities



### EXCELLENT AND DIVERSE INSTITUTIONS

Academic Areas Of Distinction  
Development of Human Capital

# Framework for Assessing Institutional Performance



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- Nine metrics related to Access, Student Success, and Economic Impact that can be assessed using quantitative data
  - Each institution worked with UNC System Staff to develop a five-year performance agreement signed by the chancellor and UNC System president.
    - Campuses could align the metrics with their own strategic plans by categorizing each one as: Prioritize, Improve, or Sustain.
    - Based on analysis of historical data, current capacity, and future projections, campuses proposed targets that they negotiated with UNC System staff.
  - Performance dashboards displaying campus metrics and annual results are available on the UNC System's public website
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# UNC System Strategic Plan Metrics for Carolina



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## PRIORITIZE

Top priorities over the next 5 years; these metrics are central to the institution's success and existing improvement efforts.

## IMPROVE

Metrics reflecting secondary priorities that the institution will work to enhance

## SUSTAIN

A metric the institution will work to maintain its level of performance.

**Improve 5-Year Graduation Rate**

**Increase Low Income Enrollments**

**Overall Undergraduate Degree Efficiency**

**Increase Critical Workforce Credentials**

**Increase Rural Completions**

**Increase Research Productivity**

**Reduce Gender Gap in Undergraduate Degree Efficiency**

**Increase Rural Enrollments**

**Increase Low Income Completions**

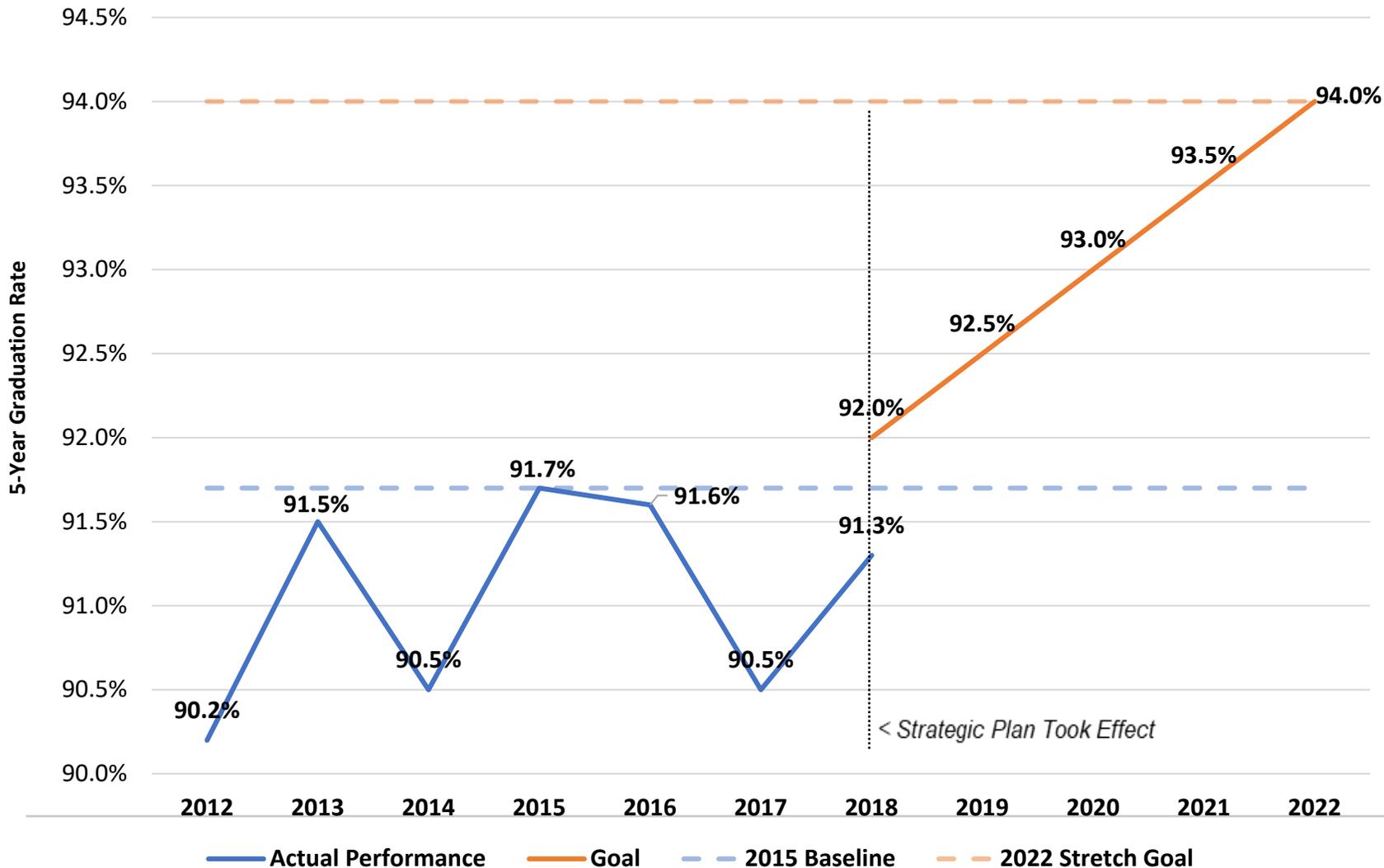
## Prioritize

# Five-Year Graduation Rate

By 2022, Carolina will improve its five-year graduation rate from any accredited institution to 94.0% from a baseline of 91.7% for the 2010 cohort.



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The five-year graduation rate includes undergraduate students who entered Carolina as degree-seeking first-year students and received their bachelor's degrees at Carolina or at another four-year institution.

The 94% target for 2022 was approved as a "stretch goal."

Carolina fell short of the 2018 interim target of 92% by only 0.7 percentage points.

# Five-Year Graduation Rates: Keys to Fulfilling Our Commitment



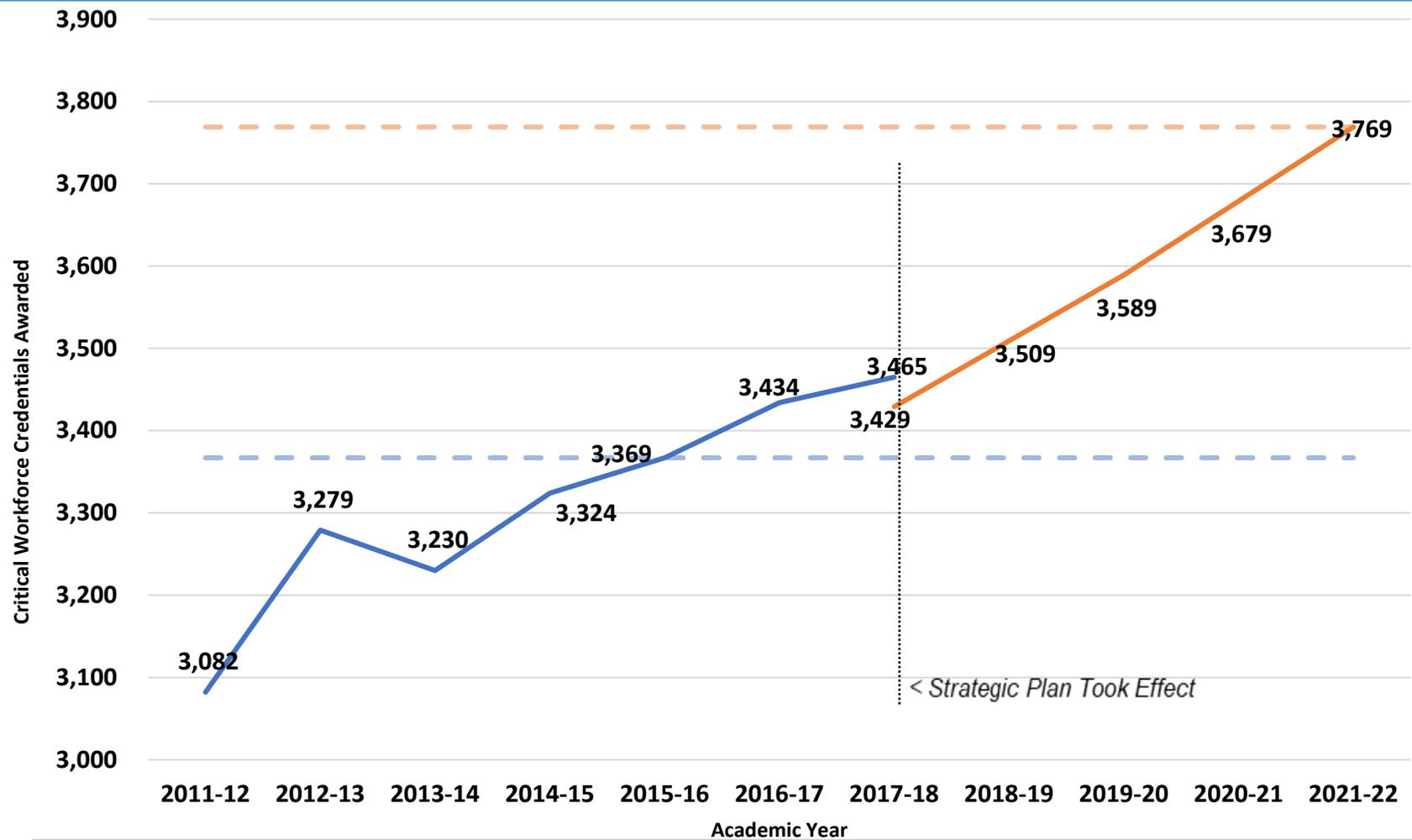
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- Graduation rates at UNC-Chapel Hill are already one of the highest among all top public peers, making continued progress increasingly difficult.
- As part of The Blueprint for Next, Carolina is designing and implementing significant improvements in student support services and student-centered systems.
- We are also continuously engaged in research and assessment to identify additional factors that impact graduation, evaluate the effectiveness of our interventions, and use the results to improve student outcomes.

# Critical Workforce Credentials

By 2021-22, Carolina will produce 3,769 critical workforce credentials, an increase of 11.9% (400 additional critical workforce credentials over a base of 3,369).



This commitment is consistent with The Blueprint for Next Strategic Framework priority to prepare our graduates for the new economy.

“Critical Workforce Credentials” include degrees and certificates awarded at any level in education, STEM fields, and health sciences.

Carolina’s contribution to the talent pool of professionals with critical workforce credentials is the second largest in the UNC System, and is vital to meet North Carolina’s workforce requirements.

The 3,465 critical workforce credentials Carolina awarded in 2017-18 exceeded the interim target by 36.

— Actual Performance — Goal — 2015-16 Baseline — 2021-22 Stretch Goal



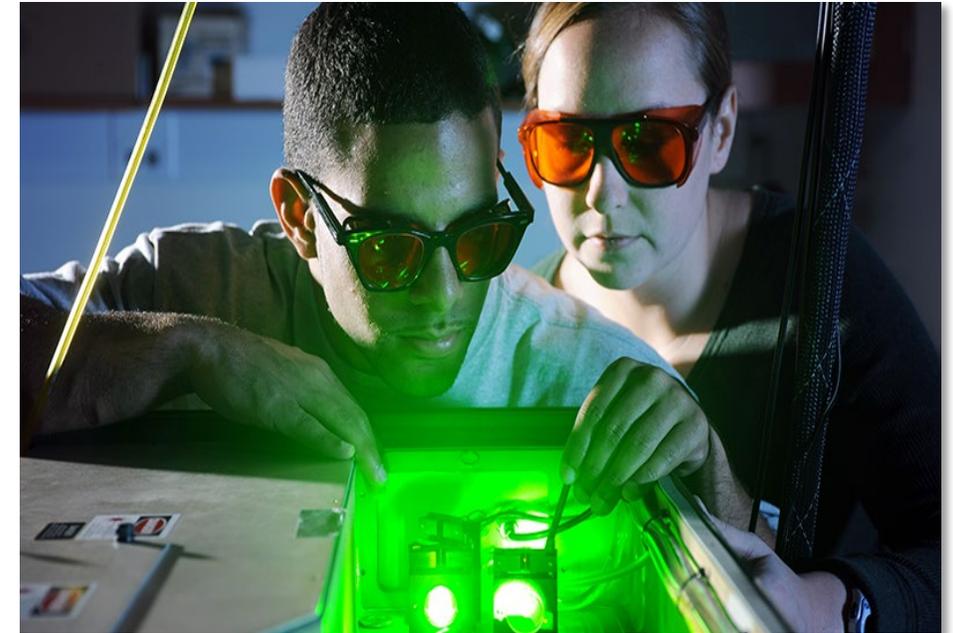
A number of current initiatives indicate that Carolina's production of critical workforce credentials will continue to increase toward the 3,769 target for 2022.

## **“Connecting, Doing, Making” STEM-focused Quality Enhancement Plan**

- Large-scale 5-year plan to improve learning in the sciences by involving more students in hands-on, faculty-guided research earlier in their academic careers.
- Additional growth in STEM majors and graduates is expected in response to these opportunities and improved success rates in introductory science courses resulting from instructional innovations.

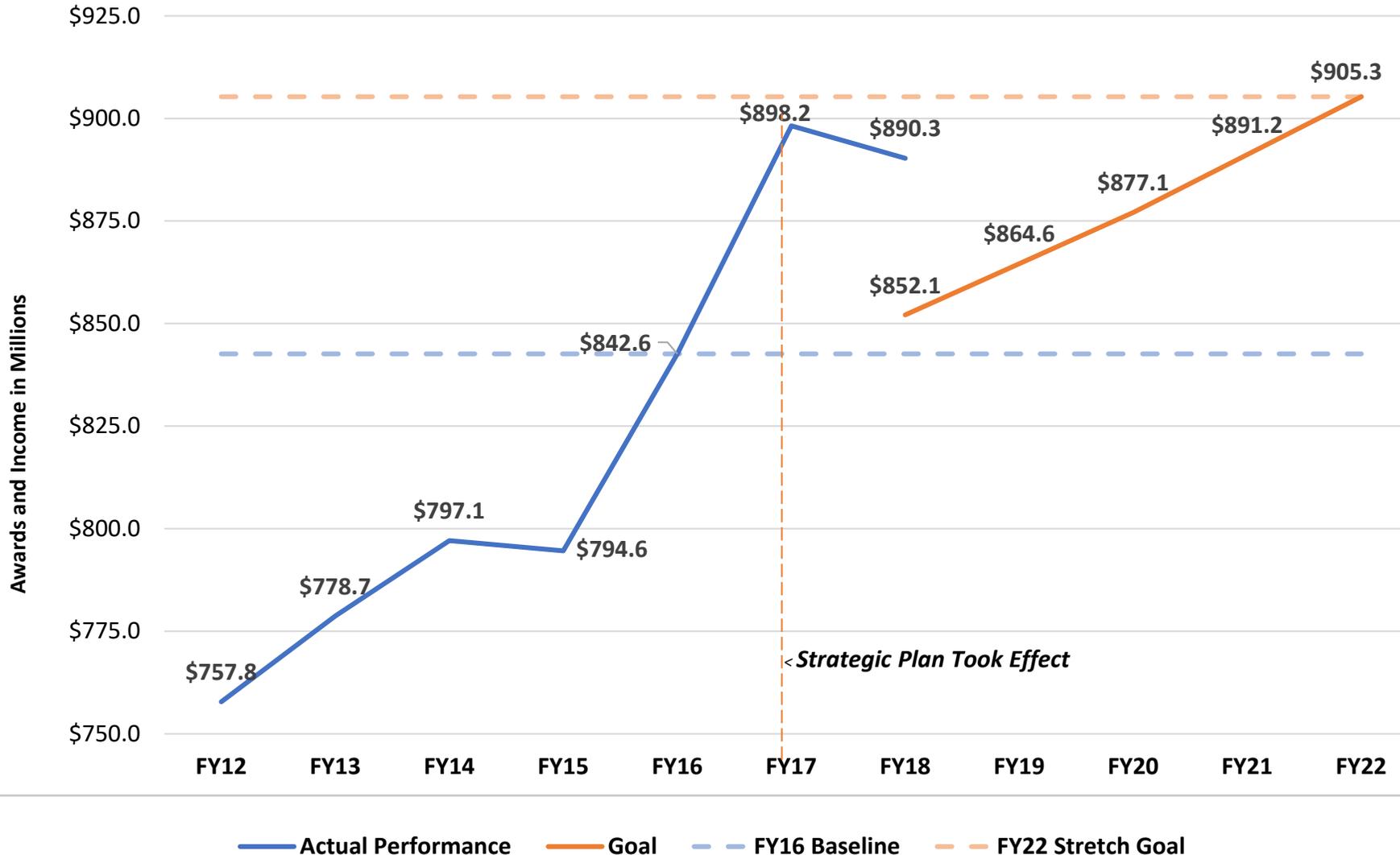
## **New Graduate Degree and Certificate Programs in Health Sciences and STEM disciplines:**

- Redesigned MPH program expanded to include online options and collaborations with UNC-Asheville to serve western NC
- Biomedical and Health Informatics (professional master's degree)
- Health Informatics
- Bioinformatics and Computational Biology
- Data Science (under development)



# Research Productivity

By 2021-22, Carolina will receive \$905.3M in research and development sponsored program awards and licensing income, an increase of 7.4% (\$62.7M above FY16 base of \$842.6M).



The target increase from \$842.6M in FY16 to \$905.3M in FY22 was designated as a “stretch goal.”

The FY18 awards and income total of \$890.3M exceeded the interim target by \$38.2M.

# Research Productivity: Where We Stand - and Looking Ahead



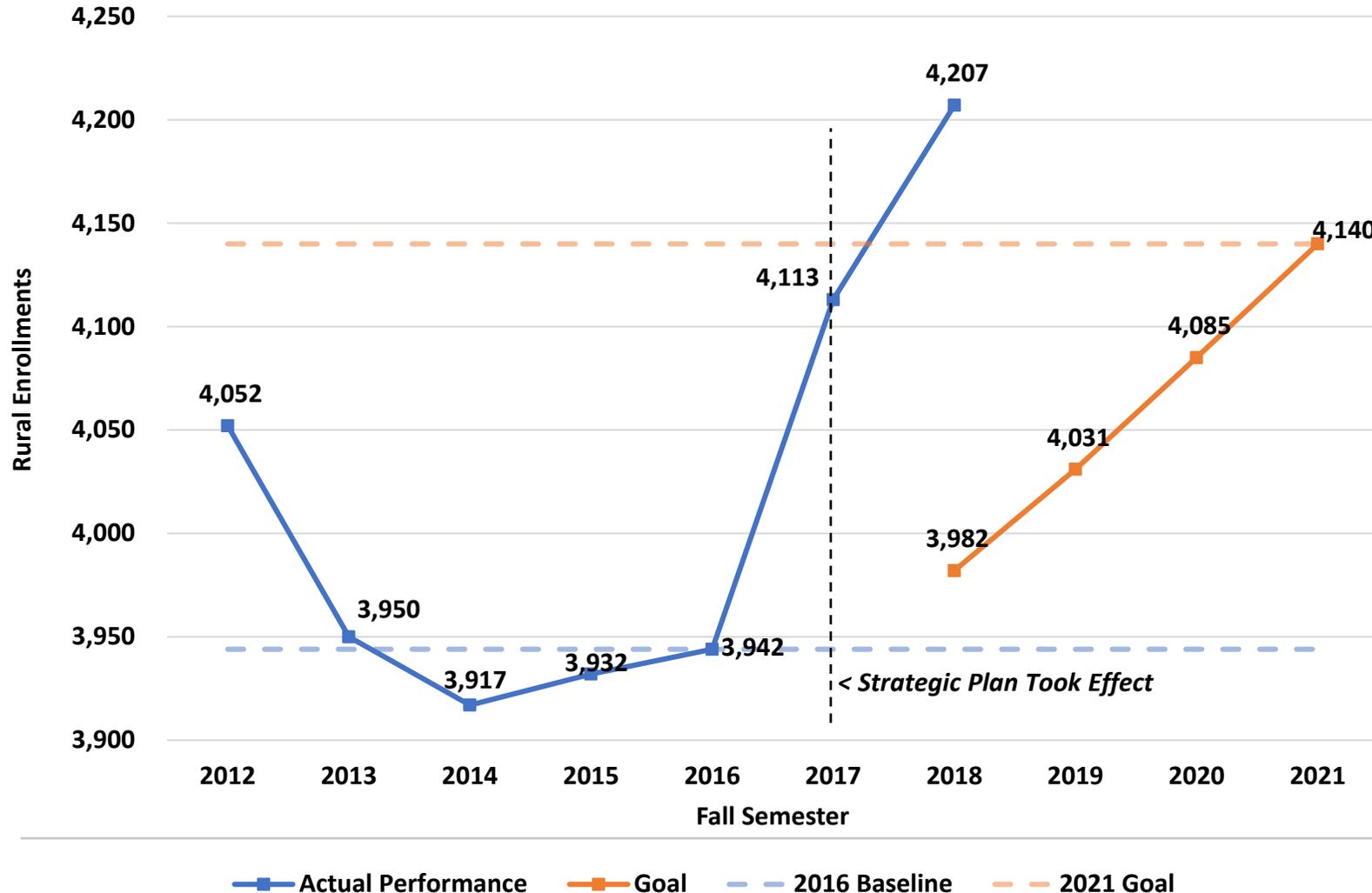
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- UNC ranks **5th** in federal funding – **11th** in US in overall research volume
- UNC research **covers a broad spectrum** – from saving lives at Lineberger Cancer Center – to evaluating US foreign aid impact at CPC’s MEASURE project
- Translating research into professional, commercial, and societal benefits is part of **The Blueprint for Next**:
  - UNC research employs **12,652 in over 90 NC counties**
  - UNC research has led to **836 US patents**
  - UNC has spun out over **300 active NC businesses** employing over **8,000 NC residents** – around **200** coming out of research
- **Initiatives: Creativity Hubs, UNC Strategic Priorities** (*Precision Health & Society - Data Science - Brain – Environment – Cancer - Opportunity, Well-being & Culture*); **Translational Research Building; Institute for Convergent Science**
- “Research productivity” is subject to major forces beyond UNC’s control (government decisions, institutional competition, etc.)



# Rural Enrollments:

By fall 2021, Carolina will enroll 4,140 rural students, a 5.0% increase over 2016 levels (198 additional rural students over a base of 3,942).



These numbers include undergraduate degree-seeking North Carolina residents only.

A “rural” student is defined here as a resident of a North Carolina county categorized by the NC Department of Commerce as Tier 1 (most distressed) or Tier 2 (less distressed) based on population size and poverty rate.

With rural enrollments of 4,207 in fall 2018, Carolina exceeded the final target for fall 2021 by 67. This represents an increase of 265 rural students in the last 2 years.



*One current adviser, Stone Yeats, was a Carolina College Advising Corps advisee who returned to his high school, J. M. Morehead in Rockingham County, to give back to the community and school that helped mold him.*

- In fall 2017, 35% percent of all new undergraduates were rural North Carolinians.
- The **Carolina College Advising Corps** is an example of our commitment to increase college access for rural North Carolinians.
  - Founded in 2007, The Carolina College Advising Corps helps low-income, first-generation, and underrepresented students find their way to college.
  - In 2017-18, for example, the corps placed college advisers in 77 public high schools, including 65 in rural counties across North Carolina.
  - Each year, these advisers help students submit thousands of college applications.

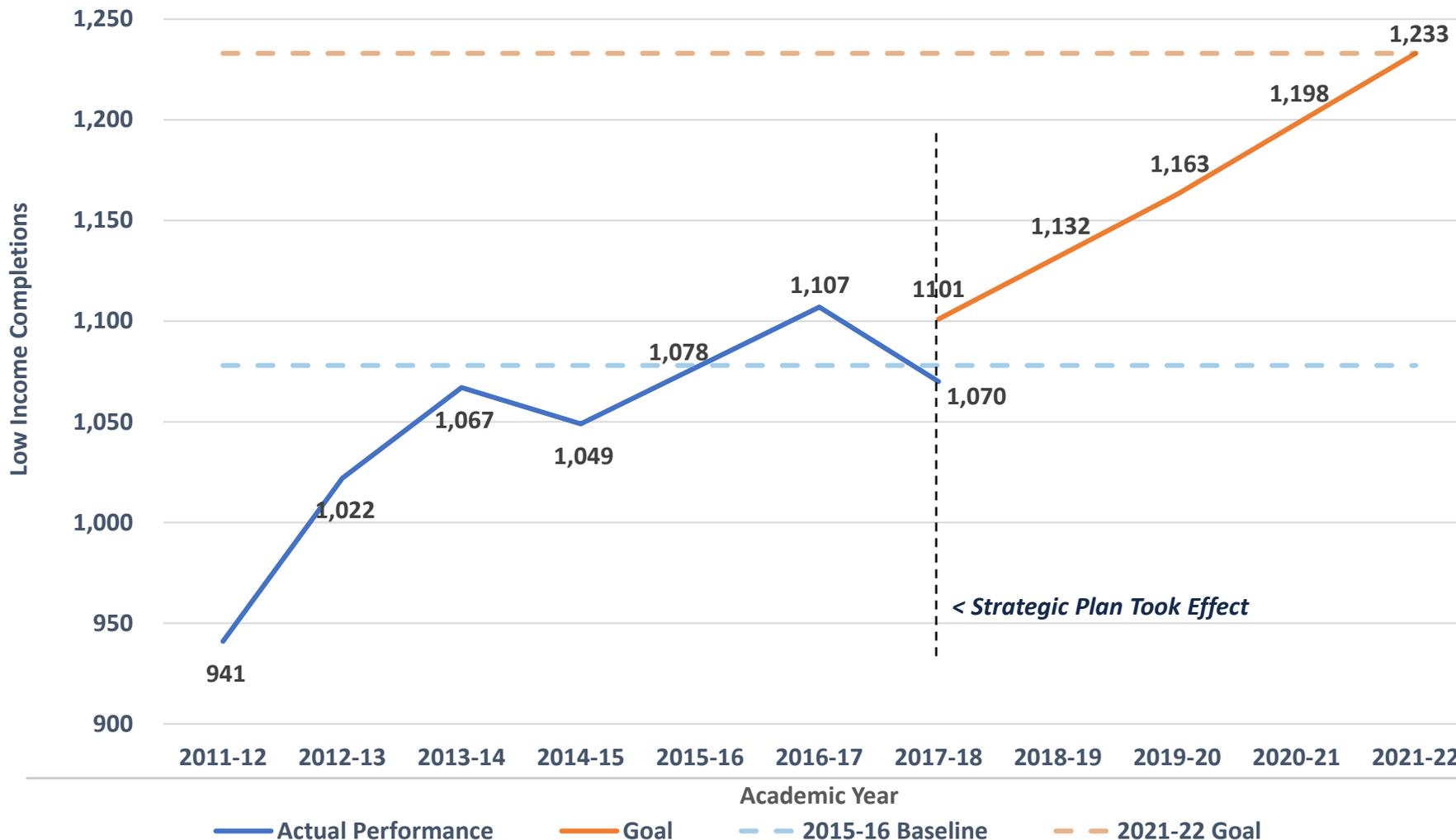
## Prioritize

# Low Income Completions

By 2021-22, Carolina will produce 1,223 low-income graduates, an increase of 14.4% (155 additional low-income completions over a base of 1,078 in 2015-16).



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The “Low Income Completions” metric is defined as the number of bachelor’s degrees awarded to North Carolina residents who have received a Pell grant in the past five years.

The 1,070 low income completions in 2017-18 fell short of the interim target by 31. This variance is directly related to a temporary fluctuation in the number of North Carolinian Pell recipients in the cohort who would have been expected to graduate in 2017-18. In fact, the four-year graduation rate observed for this population in 2017-18 was the highest on record at 80.6%.



- Increasing low income completions requires evidence-based admissions practices, individualized, proactive academic and personal support, and financial aid that meets full demonstrated need.
    - The Carolina Covenant enables low income students to earn their degrees without debt. Mentoring, academic and personal support services, and other resources support students' on-time graduation. Since the program started in 2003, the four-year graduation rate for Covenant Scholars has increased dramatically, from 57% to 78%.
  - The Jack Kent Cooke Foundation recently awarded \$1 million to Carolina – the first public university to be so honored – for “doing an outstanding job of admitting and graduating high-achieving, low income students.” These funds will help expand initiatives to further increase the number of low income completions.
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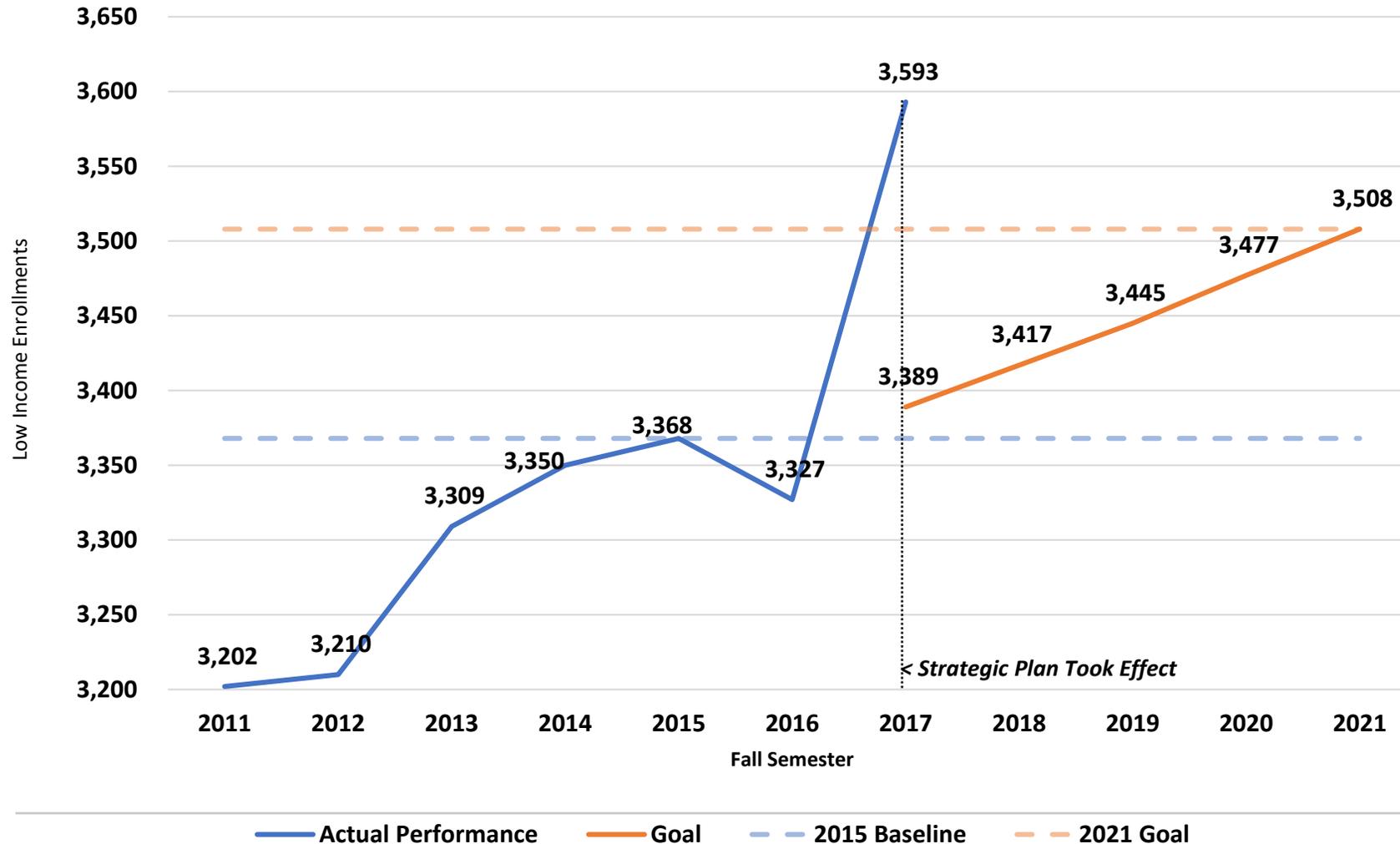
## Improve

# Low Income Enrollments

By fall 2021, UNC-CH will enroll 3,508 low income students, a 4.2% increase over 2015 levels (140 additional low income students over a 2015 base of 3,368).



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“Low Income Enrollments” consist of all enrolled undergraduate degree-seeking North Carolina residents who received a Pell grant in the year shown.

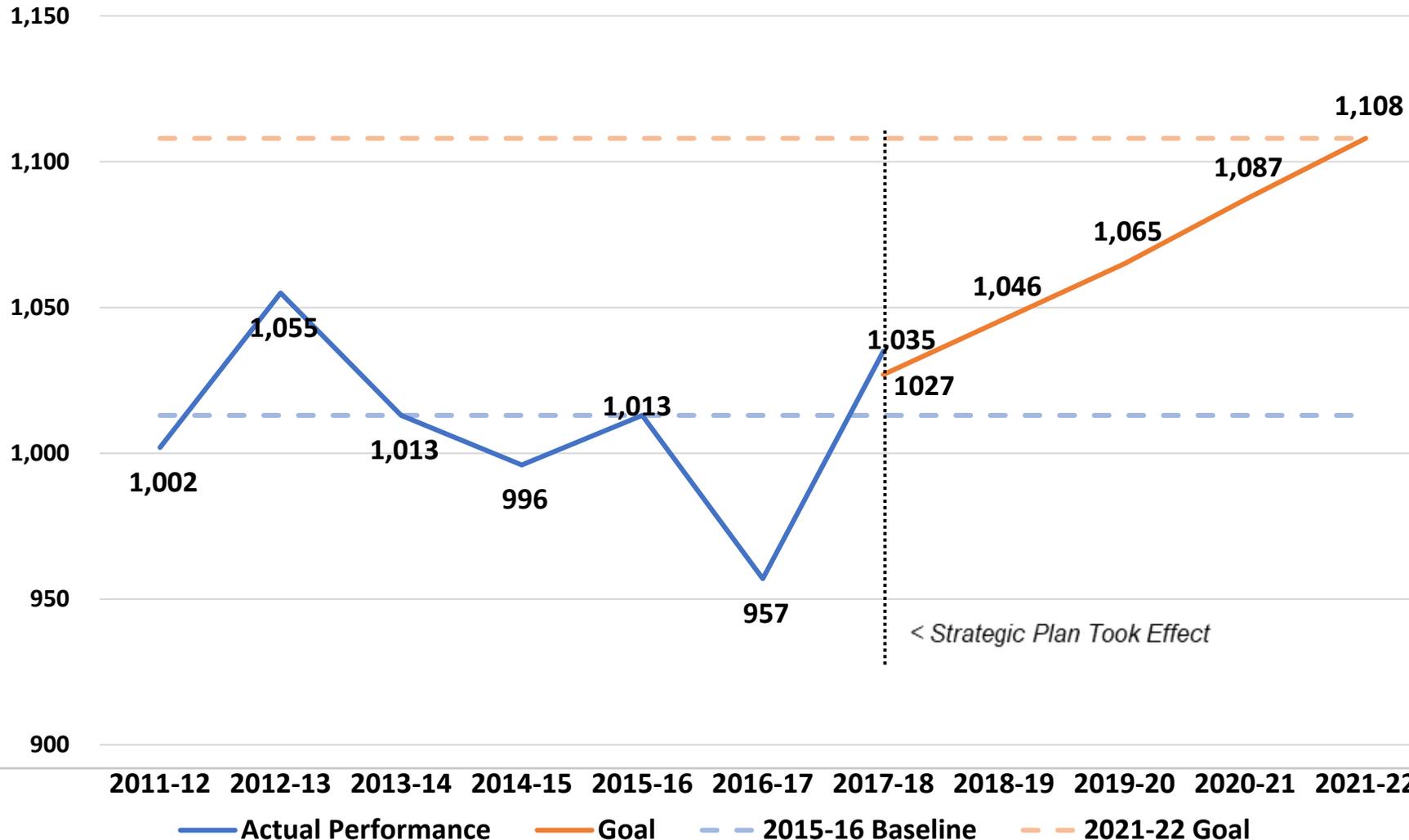
The 3,593 low income enrollments in fall 2017 exceeded the interim goal by over 200 and the 2021 goal by 85.



- Less than 50% of low income students who are admitted to a post-secondary institution end up enrolling. Meeting financial need is critical to enrolling more low income students. Carolina's success in this area can be traced to several long-term initiatives:
    - The **Carolina College Advising Corps** reaches nearly a quarter of low income public high school students in North Carolina, offering assistance with financial aid and scholarship applications.
    - The **Carolina Covenant** plays an important role in enrolling students from low income families by promising qualifying students a path to debt-free graduation.
    - Carolina also partners with several community colleges across North Carolina through its **Carolina Student Transfer Excellence Program (C-STEP)** to help community college students from financially challenged families transfer to and graduate from UNC-Chapel Hill. C-STEP currently works with the Eastern Band of Cherokee Indians and Southwestern Community College, expanding the program to the most economically distressed counties in southwestern North Carolina.
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# Rural Completions

By 2021-22, Carolina will produce 1,108 rural graduates, an increase of 9.4% (95 additional rural completions over a base of 1,013 in 2015-16).



“Rural Completions” include all bachelor’s degrees awarded to North Carolina residents from a county classified as rural during the last five years.

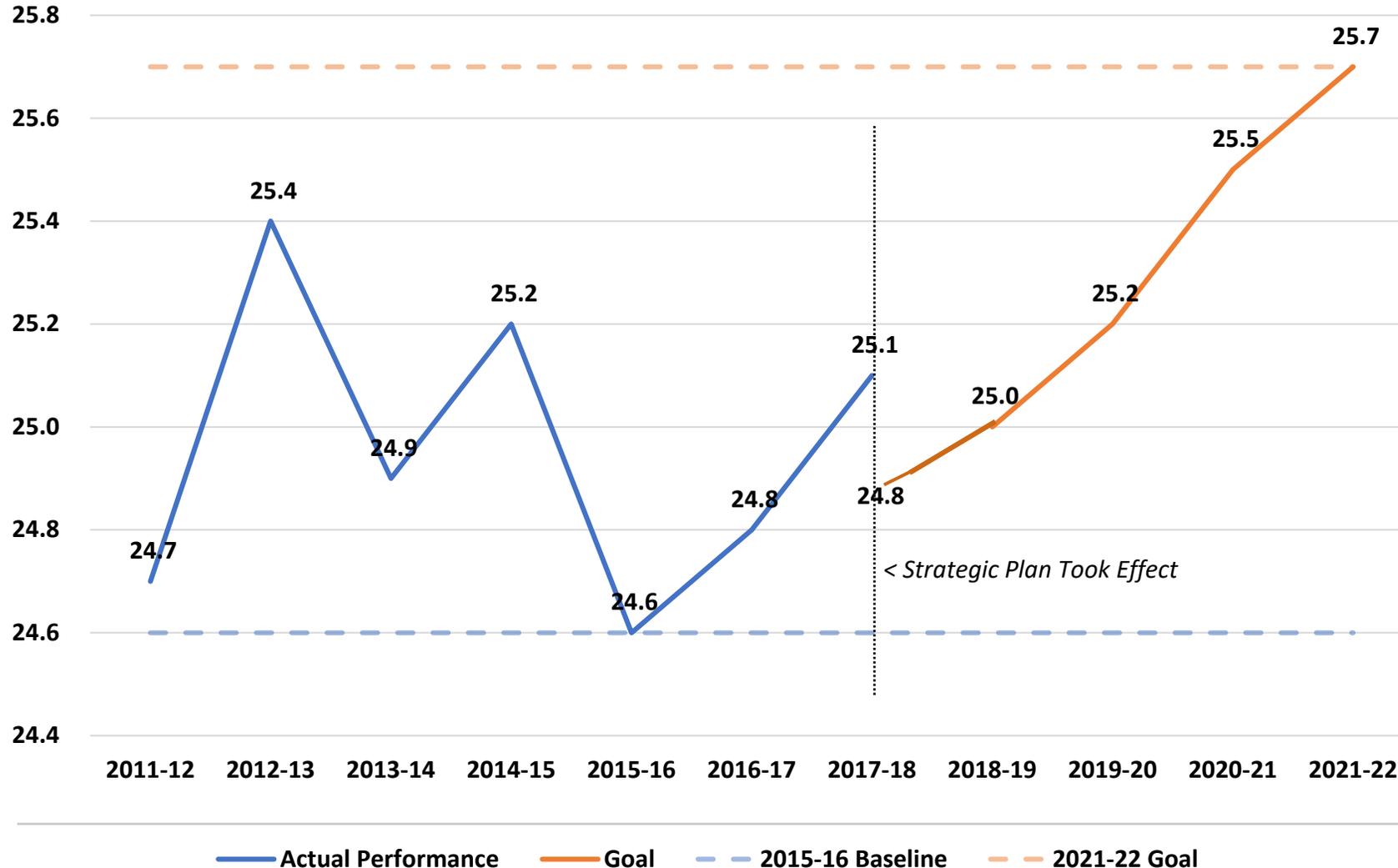
The 1,035 rural completions in 2017-18 were slightly above the interim target.



- Our commitment to enrolling and graduating more rural North Carolinians will require individualized academic, personal, and financial support that meets students' full need – similar to the resources required to increase low income completions.
  - 34% of rural North Carolina students are also first-generation; 20% of rural students are both first-generation and Pell recipients as well.
  - Ensuring that rural and first-generation students are prepared for the academic rigor and size of a research university is a key factor in improving completions. Proven programs such as Project Uplift, Summer Bridge, the Carolina Covenant, the Carolina College Advising Corps, and C-STEP provide that guidance and support.
  - Growth in transition courses such as “Navigating the Research University,” sponsored by THRIVE@Carolina, the College of Arts and Sciences, and the School of Education, will also give more rural students opportunities to learn how to engage with campus resources that support retention.
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# Undergraduate Degree Efficiency

By 2021-22, Carolina will improve its overall undergraduate degree efficiency to 25.7 over the 2015-16 baseline of 24.6.



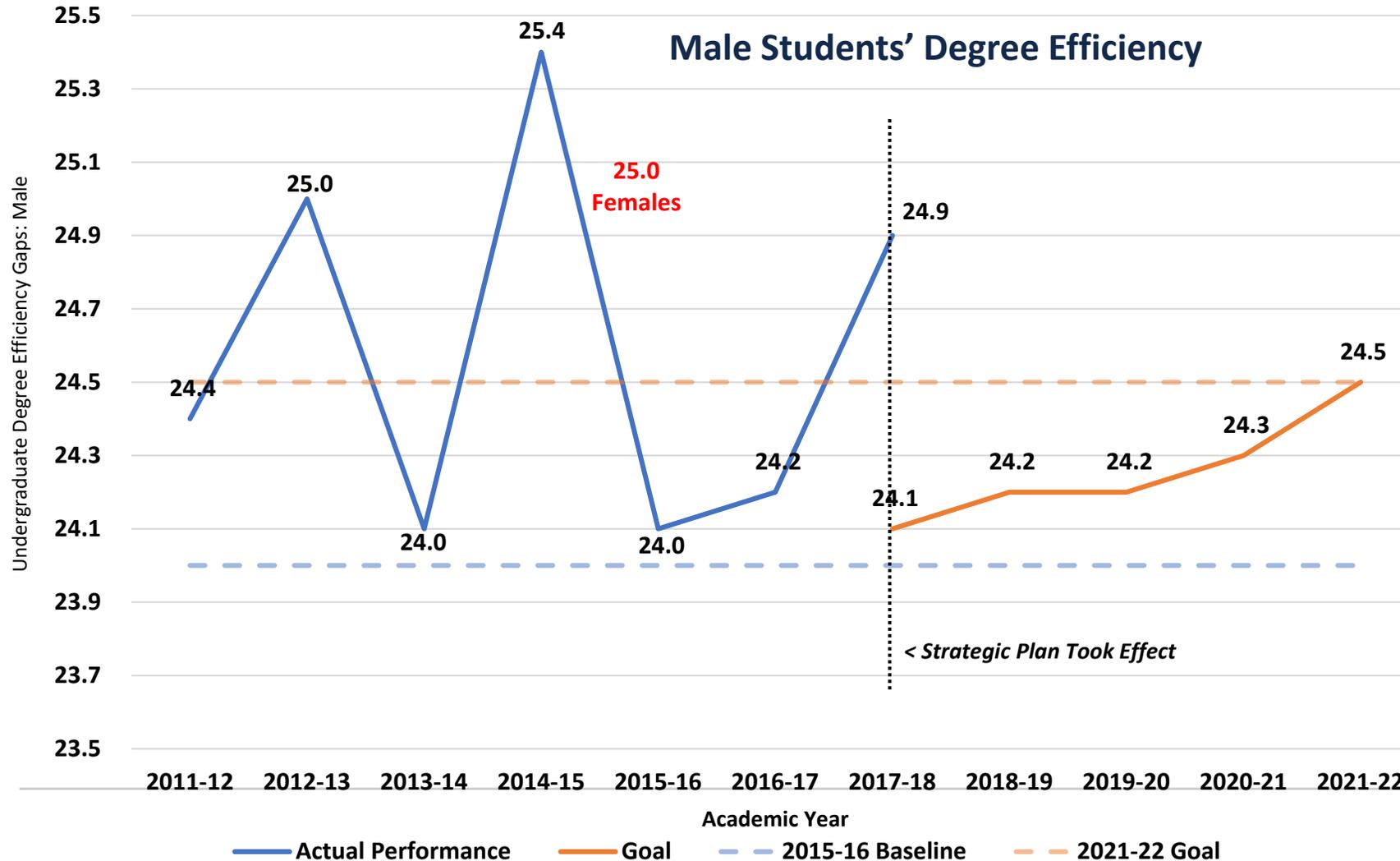
“Degree Efficiency” is measured by the number of bachelor’s degrees earned per 100 full-time-equivalent students enrolled in a given year. In general, the larger the number, the faster that students are progressing to graduation.

This indicator fluctuates in response to numbers of transfer students and other factors.

Carolina exceeded the 2017-18 target by 0.3.

# Reduce Gender Gap in Undergraduate Degree Efficiency

By 2021-22, Carolina will reduce by 50% the gap between male and female students in undergraduate degree efficiency.



During the base year 2015-16, the mean degree efficiency was 24.0 for males and 25.0 for females. To cut this gap in half, male student degree efficiency would have to increase to 24.5 by 2021-22, as reflected in the goals.

The 2017-18 degree efficiency value of 24.9 for male students exceeded both the interim and the 2021-22 targets.

# Reduce Gender Gap in Undergraduate Degree Efficiency: Keys to Fulfilling Our Commitment



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Several initiatives that focus on closing the gap between male and female completions:

- The **Carolina Covenant** has had a dramatic impact on degree attainment by men, especially black men, whose graduation rates have nearly doubled since the Covenant was established. While there is significant room for improvement, the trends clearly point in the right direction.
  - The **Men of Color Engagement Initiative** helps address graduation and retention issues for males from traditionally underrepresented backgrounds in higher education (African-American, Latino, American Indian).
  - The **Office of Undergraduate Retention** supports all students on their path to graduation by encouraging them to identify their individual strengths and to take full advantage of campus resources designed to help them succeed.
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