



**University of North Carolina Asheville
Strategic Plan Highlights
June 10, 2016**

Mission

To provide our students with the highest quality public liberal arts education that enables them to lead productive and fully engaged lives.

Distinctive Role

UNC Asheville will be a nationally recognized leader of the public liberal arts and a model of how a liberal arts university and its graduates have an impact on society.

Core Values

- **Diversity and Inclusion**
- **Innovation**
- **Sustainability**

Strategic Directions and Strategies

Strategic Direction 1: Academic Rigor

Provide an academically rigorous, transformative public liberal arts education that has at its core a diverse curriculum, innovative delivery methods, and high impact programs that prepare students for a rapidly changing global society.

Strategies

1. Ensure that all students have an academically rigorous and comprehensive liberal arts education that includes major fields of study, interdisciplinary learning, co-curricular activities, and high-impact experiences such as undergraduate research, study abroad, and internships.
2. Attract and retain the very best, and increasingly diverse, faculty who are dedicated to excellence in undergraduate teaching, research, and service and contributing to the overall academic mission of the institution.
3. Continue to keep faculty-student collaboration at the center of the learning experience.

4. Create innovative new academic programs that reinforce the value of the liberal arts and sciences in sustaining the social and economic foundations of society in a challenging and constantly evolving economic environment.

Strategic Direction 2: Student Success

Offer an increasingly diverse student body a rich and comprehensive experience that integrates academic and co-curricular activities and prepares graduates for productive and engaged lives in a continuously evolving society.

Strategies

1. Attract and retain an increasingly diverse student body and build a socially sustainable community in which all are valued and can succeed.
2. Ensure that a growing number of students have the resources required to take advantage of the high impact learning experiences that are essential components of UNC Asheville's public liberal arts education.
3. Develop and deliver programs and services using approaches that are designed to support a broad range of individual student needs and learning styles.
4. Prepare students for professional and personal success after graduation and give them tools to make effective transitions as they navigate careers and further education and engage in civic leadership.
5. Cultivate in our students a sense of institutional stewardship and belonging at UNC Asheville, from acceptance through graduation, and as alumni.

Strategic Direction 3: Community Engagement

Strengthen UNC Asheville's impact on the community through civic and cultural engagement, sustained partnerships, and a focus on economic vibrancy.

Strategies

1. Create a more unified approach to developing and orchestrating community engagement experiences and civic leadership activities across UNC Asheville.
2. Put systems in place to leverage current community and civic engagement activities of faculty, staff, and students, and provide incentives for even greater participation.
3. Provide more educational opportunities in Asheville and surrounding communities and invite community members to campus for issue-related conversations, athletic events, arts, and performance experiences.
4. Engage as an essential partner and leader as policies are developed and decisions made about the future of the city, region, and state.

5. Broaden UNC Asheville's partnerships and networking efforts to include a global perspective and enable greater worldwide engagement of faculty and students.
6. Create systemic ways for alumni to actively engage with UNC Asheville, its students and community in ways that enhance graduates' connections with the university.

Strategic Direction 4: Organizational Capacity

Guided by our core values of diversity, innovation, and sustainability, continuously improve our organizational capacity and position UNC Asheville to thrive in an increasingly competitive higher education environment.

Strategies

1. Build broad based recognition and awareness of UNC Asheville and a deeper understanding of its mission as North Carolina's public liberal arts university.
2. Ensure ongoing financial viability for UNC Asheville through multi-pronged, innovative approaches that include fundraising, foundation support, grants, and organizational efficiencies.
3. Undertake ongoing review and assessment of policies and practices to ensure that UNC Asheville continues to provide effective environmental stewardship.
4. Create a master plan that takes into account future programmatic needs, evolving student requirements, university and community partnerships, and the dynamic technological environment.
5. Evolve our organizational structures and decision making processes to ensure appropriate levels of inclusion and engagement, breaking down barriers, improving efficiency, and enabling highly effective collaboration and communication.

Dynamics of the UNC Asheville Strategic Plan

The diagram below illustrates the various components of the strategic plan and the connections between and among them.

