University of North Carolina Asheville
Strategic Plan Overview

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

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.

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.

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.

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.
Dynamics of the Strategic Plan

The diagram below illustrates the various components of the strategic plan and the connections between and among them. The mission drives all aspects of the plan, and the distinctive role focuses on how UNC Asheville is unique and differentiates itself from other institutions in the University of North Carolina system and across the country.

The core values are the essential underpinning of the plan and are central to UNC Asheville’s identity. The strategic directions describe the four principal areas of action for the next five years. As is shown, the core values are embedded in all of the strategic directions, strategies, and action plans that will bring the plan to life.
Introduction

The University of North Carolina Asheville plays a unique role in higher education in the state and as part of the University of North Carolina system. As the state’s designated public liberal arts university, our mission is strong and clear. Approaching our 90th birthday, UNC Asheville has a firm foundation on which to build.

A recent study of the organizational effectiveness of the University of North Carolina system identified five priorities: access; affordability and efficiency; student success; economic impact; and excellent and diverse institutions. These priorities resonate with those of UNC Asheville, and this plan reflects the institution’s commitment to moving forward on all of them.

UNC Asheville exists in an increasingly competitive higher education environment, and in an era when funding for public education has declined and costs have risen. Successful institutions in the 21st century will be those that distinguish themselves and take bold steps to convey their message and unique role. Successful institutions will deliver on the promises they make to their students and others.

Success does not necessarily mean doing more; it means doing better. It means creating a culture that recognizes that our strength as an institution lies in our diversity, and we must nurture our community to make it more inclusive and accepting. Success also requires innovation, encouraging everyone to take risks, try new ideas, and spread good ideas across the community. To be a successful university of the future we must also be part of a culture of sustainability, continuously finding new ways to support the natural environment, our communities, and the long-term health of the institution. And success requires a strong commitment to holding ourselves accountable as we strive to meet our goals.

New leadership at the system level, and at UNC Asheville, makes this an opportune time to develop a new strategic plan. It is a good time to examine how UNC Asheville can best achieve its mission and role within the UNC system and the state of North Carolina. It is the right time to look at the challenges that we face, as well as the opportunities that are open to us. There is no going back to “the good old days.” There is only looking forward, determining what UNC Asheville needs to do to fulfill its mission in the 21st century.
**Strategic Planning Process**

The strategic planning process was designed to be inclusive and participatory. Extensive information gathering provided input to the process from across the entire campus, as well as from outside perspectives. A Strategic Planning Task Force (SPTF) was charged with reviewing and analyzing the diverse input, and working together to develop a draft plan that would best position UNC Asheville for mission success.

Chancellor Mary Grant chaired the task force, with Provost and Vice Chancellor for Academic Affairs Joe Urgo and Vice Chancellor for Student Affairs Bill Haggard serving as co-chairs. *(A complete list of task force members is included in the Appendix)* Planning consultants from Cambridge Concord Associates worked closely with the task force throughout the project.

Information gathering began in November 2015 and continued through March 2016. Over 250 people provided input in the initial stages of this process, meeting with the consultants and representatives of the task force leadership. *(A list of the groups involved is included in the Appendix)* Highlights of these sessions have been posted on the UNC Asheville strategic planning website, at [https://sites.google.com/a/unca.edu/strategic-plan/](https://sites.google.com/a/unca.edu/strategic-plan/). The website also includes several campus communications that were designed to keep the entire community informed of progress, as well as links to resource materials that informed the process.

On March 28, the Chancellor and the SPTF hosted two all-campus strategic planning sessions. During these sessions, over 360 people from across the campus community reviewed the progress to date and provided input to help shape the emerging plan. Each table included a facilitator and a recorder, and key points from the discussions were shared with the task force members as they continued their work on the plan. Ideas that were more operational in nature were identified and shared with the Chancellor and her staff for their consideration.

The task force met five times during the course of the process, including one extensive retreat, to consider the campus input and hold in-depth discussions of UNC Asheville’s strengths and weaknesses, the challenges and opportunities facing the university, and hopes and goals for the future. Task force members also conducted one-on-one interviews with individuals from UNC Asheville and the broader community, and played leadership roles in all-campus meetings. Finally, they worked together to prepare a strategic plan that is both bold and realistic and will guide the university as it moves forward.

Although this plan represents the end of this initial phase of planning, it is also the beginning of an ongoing process of action planning, implementation, feedback, and recalibrating. Individual departments and programs will be called upon to determine how they can best contribute to achieving the broad goals outlined in the plan. Measures will be identified and will provide ways of assessing progress and ensuring accountability and forward movement over time. Regular communications and feedback sessions will keep the plan vibrant and ensure that people throughout the UNC Asheville community continue to be fully engaged. Together, the people of UNC Asheville will chart a course for their future.
Mission

UNC Asheville is a mission-driven institution. In planning, everything emanates from the mission; the mission leads the university’s plans, programs, strategies, and organizational culture.

Having a clear mission sets UNC Asheville apart among the seventeen fine institutions that make up the University of North Carolina system. While other universities may offer liberal arts curriculum, UNC Asheville is the only dedicated liberal arts institution in the system. No other institution puts its entire focus on ensuring that qualified students from across North Carolina—and more broadly—have access to a high quality, affordable public liberal arts education.

UNC Asheville’s mission has been expressed in many ways (See Appendix for the current Trustee-approved statement of vision and mission) but the essence remains the same:

*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 graduates of a liberal arts institution have an impact on society.**

As North Carolina’s designated public liberal arts institution, UNC Asheville takes pride in offering a top quality, multidimensional education at an affordable price. The word “public” is not just a descriptor, but it is central to our mission of providing access to higher education. As an active member and leader of the Council of Public Liberal Arts Colleges (COPLAC), UNC Asheville is well positioned to steer the evolution of the public liberal arts.

Research has shown that majoring in the liberal arts and sciences provides a strong foundation for successful careers in the professions and in a wealth of fields. Further, a rigorous liberal arts education prepares one to adapt and change as the environment evolves, setting the stage for long-term professional success.

Education at UNC Asheville is characterized by close and rich relationships among faculty, students, and staff, as well as an emphasis on high impact learning experiences and extra-curricular activities that enhance the overall experience and prepare students for life after college. Students develop critical thinking and problem solving abilities, and they are continuously making connections between their classroom education and real-world challenges and opportunities. A key aspect of our mission is to help our students translate their liberal arts education into marketable skills that position graduates to be engaged citizens who contribute to the betterment of society.
Core Values of UNC Asheville

UNC Asheville is committed to living the core values of diversity, innovation, and sustainability, and ensuring that they permeate everything that the university does. Meeting these commitments requires an openness to change, creative and innovative approaches to programmatic growth, and a sustained focus on education including diverse ideas, as well as sufficient operating resources and support systems, incentives, and accountability measures.

Diversity and Inclusion

We must continue to foster a deep commitment to supporting diverse communities and appropriately encouraging frank and honest conversation. Our commitment leads us to envision a future where all UNC Asheville students, faculty, and staff see themselves belonging regardless of their race and ethnicity, age, religion, disability, socio-economic status, gender expression, gender and sexual identity, national origin, culture, and ideological beliefs.

UNC Asheville’s commitment includes ensuring that our curriculum and programs reflect the diversity of the world and our community; that our education embraces inclusive teaching and learning styles; that ongoing efforts are made to create a multicultural environment throughout the campus; that we include diverse perspectives in all conversations concerning the advancement of the university and our society; and that our recruitment, hiring and administrative practices place high value on all aspects of diverse identities.

Innovation

In today's evolving and competitive higher education environment, the institutions that will succeed will do so because they make innovation a core competency. UNC Asheville recognizes that a commitment to innovation requires openness to change and a willingness to do things differently.

Innovative approaches to organization and management can lead to increased operational efficiency and effectiveness. Developing creative new policies, procedures, and practices that save time and money and lead to positive, measurable outcomes can have a major impact on the entire institution.

Innovation can enrich the quality of education and strengthen our ability to fulfill our mission. Innovation can drive thoughtful, intentional change that will help us enhance our educational programs, enrich the student experience, and engage more fully with our communities. Innovative partnerships can strengthen our ability to fulfill our mission and contribute to student success.
**Sustainability**

We must continue our commitment to sustainability and support of the natural environment, human communities, and the financial health of the institution.

Our commitment to sustainability includes building and strengthening alliances on campus and beyond by encouraging active participation with community organizations and partners, promoting enduring alumni engagement, and facilitating inclusive discussions about a sustainable future. We must sustain affordable higher education and continue to identify new sources of support while also operating effectively and efficiently.

We educate students about all dimensions of sustainability by integrating environmental literacy throughout the curriculum and by modeling sustainable campus practices. We will continue to build our students’ capacities to strengthen the health and resilience of our community and environment, at the local and global levels, by providing high quality instructional expertise and by supporting sustainability-related learning opportunities.
Strategic Directions and Strategies

In order to fulfill its mission and achieve its vision, UNC Asheville will focus on four interconnected strategic directions. Each strategic direction is in turn supported by a small number of strategies that broadly describe how UNC Asheville will move forward. To make this plan come to life, specific action areas and plans will be required across the institution; some potential action areas are included here, while others will be developed as the plan is implemented.

**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.*

*Academic rigor is at the heart of UNC Asheville. All of our faculty members, many of whom have achieved recognition in their fields, have a strong commitment to teaching, which is informed by their research, scholarship, and creative endeavors. The emphasis on small class sizes and multiple opportunities for close faculty-student interactions are hallmarks of a UNC Asheville education. In addition, faculty and staff members bring innovation to bear as they develop and orchestrate a broad range of high impact learning experiences such as our nationally acclaimed undergraduate research program, internships, community engagement, and study abroad.*

*With our expertise in undergraduate education, UNC Asheville promotes learning by offering students an intellectually rigorous education that builds critical thinking and workforce skills to last a lifetime. UNC Asheville prepares graduates for success by developing their skills of creativity, intellectual curiosity, and ethical reasoning in pragmatic ways, allowing them to go seamlessly from education to practice.*

The combination of academic rigor and innovation allows UNC Asheville to offer a meaningful and creative learning environment that embraces diverse teaching and learning styles and breaks down the walls that may otherwise divide the classroom and the community. As a result, students develop the tools to become life-long learners and fully engaged citizens.

*Strengthening UNC Asheville’s academic rigor will require continuous focus on attracting and developing a high quality and increasingly diverse faculty, and embracing new academic programs and approaches to teaching and learning.*

**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.

*Preliminary thoughts on action areas for further planning:*
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.

Preliminary thoughts on action areas for further planning:

- Ensure that a clear understanding of this commitment and the benefits of hiring a more diverse faculty and staff are integrated into all hiring decisions.
- Develop a comprehensive approach to faculty development, training, and mentoring.
- Proactively prepare for a generational turnover of faculty.
- Provide robust and innovative support systems for faculty research and creative activities.
- Enhance support and incentives for faculty community engagement and other service learning programs.
- Encourage diverse teaching styles and innovative pedagogical approaches among faculty, both in and out of the classroom.
- Ensure that faculty evaluation processes appropriately balance and reward both rigor and innovation in teaching, research, and service.
- Additional action areas to be identified.

3. Continue to keep faculty-student collaboration at the center of the learning experience.

Preliminary thoughts on action areas for further planning:

- Provide ongoing opportunities for students and faculty to form close working relationships and engage in cooperative learning through small class size and other active learning experiences.
- Encourage interdisciplinary and cross disciplinary learning experiences that engage students and faculty in working together to address real world issues.
- Encourage and support creative ways to deliver curriculum to students of the 21st century, utilizing a variety of teaching tools and appropriate technologies.
- Recognize and support the diverse learning styles of students, finding innovative ways to help them succeed.
- Additional action areas to be identified.

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.

Preliminary thoughts on action areas for further planning:
- Enhance, and grow our capacity to offer, experiential, high impact learning experiences such as undergraduate research, internships, service learning, and global opportunities.
- Evolve the curriculum to embrace increasingly more multi-cultural and global education.
- Determine the best approach to identifying, evaluating, and when appropriate implementing select graduate programs that would enhance UNC Asheville’s liberal arts mission and help build our distinctiveness.
- Additional action areas to be identified.
**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.

There are many different ways to define student success. At UNC Asheville we provide a sustainable education that creates life-long learners who have the tools to succeed, during their college years and beyond. Our liberal arts education pairs a rigorous academic experience with a high quality co-curricular experience and is designed to educate students not just for their first job, but also for a lifetime of learning, growing, and succeeding.

As a public liberal arts institution, UNC Asheville is continually challenged to demonstrate the relevance of the liberal arts and show the impact that this education has on graduates. Our emphasis on critical thinking prepares students to adapt to changing environments and work situations, making them creative problem solvers with the ability to transition smoothly from one job to the next—or from one career to the next. At the same time, our emphasis on access and diversity provides students with a multicultural environment that accelerates learning and prepares students for success in an increasingly diverse and global economy.

We recognize that student success requires having the financial resources to fully engage in all aspects of the college experience, from participation in high-impact learning experiences to appropriate housing to sufficient scholarship funding that ensures access to education for qualified students from across North Carolina. Addressing such issues will only grow in importance over the coming years.

Our focus on student success begins when students apply to UNC Asheville and continues throughout their education and when they become alumni. Sustaining strong relationships with our alumni and linking them with current students is a growing part of our institutional culture.

**Strategies**

1. Attract and retain an increasingly diverse student body and build a socially sustainable community in which all are valued and can succeed.

   Preliminary thoughts on action areas for further planning:

   - Strive to reduce cost barriers for attending UNC Asheville, increasing scholarship support and enhancing access.
   - Continue to recruit students from underrepresented populations and provide them with the necessary support to help them succeed.
   - Ensure that everyone at UNC Asheville is fully aware and increasingly competent on issues of inclusion and has the tools to engage in the important conversations about race and diversity.
   - Build the cultural competence and skills required to succeed in our changing global environment.
   - Recognize that our commitment to diversity may require growth and that UNC Asheville’s growth must be intentional and planned.
   - Additional action areas to be identified.
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.

Preliminary thoughts on action areas for further planning:

- Find ways to ensure sustained financial support for students throughout their years at UNC Asheville.
- Develop creative approaches to funding and scheduling high impact learning experiences so that more students are able to participate in them.
- Increase the number and types high impact experiences, providing a variety of opportunities for students to engage in active learning.
- Involve more alumni in providing internships and mentoring students.
- Build more community connections that will open doors to enhanced service learning and internship opportunities.
- Additional action areas to be identified.

3. Develop and deliver programs and services using approaches that are designed to support a broad range of individual student needs and learning styles.

Preliminary thoughts on action areas for further planning:

- Strengthen support services (advising, career, mental health, social, etc.) with the goal of providing students with a road map for success – a way of navigating and problem solving that will carry beyond their college years.
- Provide evidence-based documentation of student learning through such approaches as e-portfolios.
- Set ambitious goals for student retention and graduation and remove obstacles to degree completion.
- Identify ways to address the challenges students face in achieving timely graduation.
- Additional action areas to be identified.

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.

Preliminary thoughts on action areas for further planning:

- Enhance career services and transition services for students.
- Strengthen academic advising and link it with career advising.
- Strengthen ties with the Osher Lifelong Learning Institute (OLLI) and other sources of potential mentors for students.
- Additional action areas to be identified.

5. Cultivate in our students a sense of institutional stewardship and belonging at UNC Asheville, from acceptance through graduation, and as alumni.

Preliminary thoughts on action areas for further planning:
- Continue to shape the student experience in ways that emphasize and enable strong relationships among students, faculty, and staff.
- Sustain relationships with students after graduation, providing career support and creative opportunities for alumni to be involved with UNC Asheville.
- Additional action areas to be identified.
**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.**

As a public liberal arts university, UNC Asheville recognizes that community engagement is part of the role of a scholar in modern society. Community engagement, broadly defined, includes such activities as faculty, staff, and student involvement in community projects and research; collaborating and communicating with civic and political leaders; providing expertise and informing policy decisions; creating and sustaining a downtown presence; and providing opportunities for the community to come to UNC Asheville.

While our commitment to our home city of Asheville and its surrounding communities is a key priority, UNC Asheville defines its communities broadly, to include Asheville, Buncombe County, western North Carolina, the entire state, the nation, and ultimately the world. Community engagement allows students, faculty, and staff to interact with the world beyond the campus, be it the diverse heritage of the local community or the global community. Innovative partnerships at all levels not only enrich the educational and cultural experiences of students and faculty, but can also help stimulate the economy and identify new approaches to addressing common challenges.

It is essential that UNC Asheville’s community engagement be sustainable and genuine. Programs and projects will require long-term commitments and resources, ensuring their viability over time. Support for faculty, staff, and students, and coordination of community outreach across the campus will be essential for success in this important area.

**Strategies**

1. Create a more unified approach to developing and orchestrating community engagement experiences and civic leadership activities across UNC Asheville.

   Preliminary thoughts on action areas for further planning:

   - Develop an advisory group of both campus and community members to inventory and increase understanding of existing programs and identify new opportunities for community engagement.
   - Identify ways to unify our community engagement and civic leadership activities, preserving autonomy while creating connections, providing a front door, preventing redundancies, coordinating outreach and “inreach” and evaluating these programs.
   - Build innovative and sustainable public-private partnerships that benefit the university, the community, and the broader world.
   - Maximize curriculum engagement with external communities, through such programs as internships, mentorships, and service learning opportunities.
   - Expand and enhance UNC Asheville’s downtown presence.
   - Additional action areas to be identified.

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.
Preliminary thoughts on action areas for further planning:
- Identify and assess appropriate incentives to support enhanced community engagement.
- Encourage students to engage in civic leadership and democratic processes to address current societal issues.
- Strengthen engagement with the K-12 schools in the community.
- Build on the success of athletics community engagement programs, particularly in working with youth.
- Additional action areas to be identified.

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.**

Preliminary thoughts on action areas for further planning:
- Equip faculty, staff, and students with the skills to navigate interracial and intercultural conversations successfully, and share these conversations with the community.
- Encourage and support faculty and staff to undertake leadership roles that leverage their academic or administrative areas of expertise.
- Build greater awareness of campus events across the community.
- Additional action areas to be identified.

4. **Engage as an essential partner and leader as policies are developed and decisions made about the future of the city, region, and state.**

Preliminary thoughts on action areas for further planning:
- Ensure that UNC Asheville meets its responsibility to participate in important discussions of economic prosperity, education, diversity, and community issues, both locally and state-wide.
- Play a leadership role in communicating with essential organizations about public policy and current societal issues.
- Continue to inform policy at the local, regional, and state levels and demonstrate the value of UNC Asheville to the legislature and other decision makers.
- Engage students in civic involvement at the local and regional levels, providing them opportunities to use their education to contribute to important issues facing society today.
- Additional action areas to be identified.

5. **Broaden UNC Asheville’s partnerships and networking efforts to include a global perspective and enable greater worldwide engagement of faculty and students.**

Preliminary thoughts on action areas for further planning:
- Expand global networks, including study abroad programs and opportunities for faculty to present their research internationally.
- Additional action areas to be identified.
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.

Preliminary thoughts on action areas for further planning:

- Involve alumni in a well-orchestrated program of student mentoring that includes work internships, community leadership and service, and other types of mentoring.
- Develop innovative approaches for connecting alumni with the university and with other alumni who share their interests.
- Additional action areas to be identified.
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.

The three previous strategic directions outline an ambitious agenda for UNC Asheville: academic rigor, student success, and community engagement. Fulfilling UNC Asheville’s mission and achieving the aspirations embedded in this plan will require sustained efforts to ensure a resilient organizational infrastructure, significant financial resources, and a greater capacity to communicate.

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.

Preliminary thoughts on action areas for further planning:

   o Promote the UNC Asheville brand and build our identity, both internally and externally.
   o Raise external awareness of UNC Asheville and its many programs and services in Asheville and across the state.
   o Ensure that UNC Asheville communications contribute to building a positive and consistent institutional identity.
   o Additional action areas to be identified.

2. Ensure ongoing financial viability for UNC Asheville through multi-pronged, innovative approaches that include fundraising, foundation support, grants, and organizational efficiencies.

Preliminary thoughts on action areas for further planning:

   o Strengthen advancement strategies to more fully engage alumni and other donors and encourage their ongoing support of UNC Asheville.
   o Take a bold approach to bond issues and other means of developing support at the state level.
   o Work with our community partners to identify potential new resources in support of both current needs and innovative new programs and offerings.
   o Increase our ability to procure grant based funding across the institution.
   o Increase endowed funds in support of scholarships for students.
   o Identify organizational efficiencies and opportunities to reallocate resources to better support current priorities.
   o Additional action areas to be identified.

3. Undertake ongoing review and assessment of policies and practices to ensure that UNC Asheville continues to provide effective environmental stewardship.

Preliminary thoughts on action areas for further planning:
o Review and update as necessary environmental stewardship programs and priorities.
  o Additional action areas to be identified.

4. Create a master plan that takes into account future programmatic needs, evolving student requirements, university and community partnerships, and the dynamic technological environment.

  Preliminary thoughts on action areas for further planning:
  o Develop a process for master planning that includes informed input from across the campus community.
  o Assess ongoing technological needs and enhance appropriate technology systems in support of UNC Asheville’s evolving programs/curriculum, student life, and campus operations.
  o Develop public and private partnerships to actualize plans to develop selected properties.
  o Additional action areas to be identified.

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.

  Preliminary thoughts on action areas for further planning:
  o Ensure that our governance structures are inclusive and encourage participation by diverse members of our community.
  o Eliminate redundancies between groups or within group membership where appropriate.
  o Ensure that our policies are inclusive and appropriate, and that they provide incentives to students, faculty and staff and remove barriers to success.
  o Find new ways to support a culture in which new ideas are encouraged and heard, and inform decision-making.
  o Develop a multi-directional internal communication strategy that effectively disseminates information about UNC Asheville and also provides multiple ways for individuals and groups to express their ideas.
  o Additional action areas to be identified.
Appendix

Members of the Strategic Planning Task Force

- Mary K. Grant, Chancellor, Chair
- Joseph Urgo, Provost, Co-Chair
- Bill Haggard, Vice Chancellor for Student Affairs, Co-Chair
- Kennon Briggs, Trustee
- Cissie Stevens, Trustee
- Himanshu Karvir, Chair, UNC Asheville Foundation Board
- Brian Butler, Faculty, Chair of the Faculty Senate
- David Clarke, Faculty, Chair of Institutional Development Committee (IDC), Co-Chair of University Planning Council (UPC)
- James Perkins, Faculty, Member of IDC, Member UPC
- Gwendolyn Whitfield, Faculty
- Maya Newlin, Student, Member UPC
- Charlie White, Student, Member UPC
- Robert Straub, Chair of Chancellor’s Staff Advisory Council
- Jill Moffitt, Staff, Student Affairs
- Deaver Traywick, Staff, Academic Affairs
- Fred Santos, Staff, Athletics, Member UPC
- Melissa Acker, Staff, Facilities
- Joy Flora, Staff, Administration and Finance
- Heather Parlier, General Counsel and Chief of Staff, Ex Officio, staffing
- Michael Gass, Director of Institutional Research, Effectiveness, and Planning, Ex Officio, staffing
- Darin Waters, Faculty and Special Assistant to the Chancellor, Ex Officio, staffing
- Clifton Williams, Assistant General Counsel, staffing

Strategic planning consultants

- Elaine Kuttner, Principal, Cambridge Concord Associates
- Jane Fisher, Principal, Cambridge Concord Associates
Groups Participating in Information Gathering Sessions (listed in the order in which they occurred)

• Chancellor’s Senior Staff
• Academic Deans
• Chancellor’s Staff Advisory Council
• Faculty Senate Executive Committee
• Representatives of Trustees and other Boards
• University Planning Council (UPC)
• Center Directors
• Student Government Association Representatives
• Department Chairs/Program Directors
• University Planning Council (UPC)
• Faculty Senate
• Alumni
• Resident Assistants
• Diversity Action Council
• Pre-Tenured Faculty
• Athletics Department
• Trustees
• Board of Governors
• Student Leaders
• Advancement Staff
• Sustainability Council
Appendix

Current mission statement (as appears on the UNC Asheville website)
(Adopted by the UNC Asheville Board of Trustees June 19, 2009; amended March 27, 2014)
(Approved by the UNC Board of Governors November 13, 2009; amended February 21, 2014)

Vision

UNC Asheville students, within a diverse and inclusive community, experience liberal arts education at its best.

Mission

UNC Asheville is distinctive in the UNC system as its designated liberal arts university. Our practice of the liberal arts emphasizes the centrality of learning and discovery through exemplary teaching, innovative scholarship, creative expression, co-curricular activities, undergraduate research, engaged service, and practical experience. UNC Asheville is primarily undergraduate, with all programs of study leading to the bachelor’s degree, with the exceptions of teacher licensure programs and the master’s degree in Liberal Arts and Sciences (MLAS). UNC Asheville offers a liberal arts education characterized by high quality faculty-student interaction. We offer this challenging educational experience to all promising students who are committed to liberal learning and personal growth.

Our liberal arts educational approach emphasizes life skills including critical thinking, clear and thoughtful expression, and honest open inquiry. Students undertake concentrated study in one area while simultaneously developing an understanding of the connections among disciplines. We encourage students to clarify, develop and live their own values while respecting the views and beliefs of others. In addition we cultivate an understanding of the dimensions of human diversity while recognizing the common humanity of all. We believe a quality liberal arts education enables our graduates to be lifelong learners and to lead successful, flourishing lives as leaders and contributors to their communities.

At UNC Asheville, we respond to the conditions and concerns of the contemporary world both as individuals and as a university. We incorporate economic, social and environmental sustainability into our institutional practices and curriculum. With a range of associated centers, partnerships, and initiatives, we fulfill our public responsibility to address the needs of our community through a continuum of learning. We develop a commitment to continuing service characterized by an informed, responsible, and creative engagement with the Asheville area, the southern Appalachian region, the state of North Carolina, and a diverse and increasingly connected world.