A Trajectory of Success
Listening, Learning and Leading
2015-16 Accomplishments
2016 and Beyond – Key Metrics
Takeaway
UNCW

A Trajectory of Success

1977: First master’s degree authorized
1969: Renamed UNCW/1 of 6 UNC campuses
1968: Enrollment of 1,250
1963: First 4-year degree authorized
1961: Moved to College Road
1958: First state appropriation as a community college
1947: Wilmington College opens for returning veterans, 238 students
1989: Cooperative Ph.D. with NC State
1985: Comprehensive Level I University
1980: 4,696 students; $10.6M appropriation
1980: 10,599 students; 1097 SAT; CMS
2008: Build out of 2000 bond issue
2000: 10,599 students; 1097 SAT; CMS
2009: $23.2M in research
2010: 13,145 students, 1170 SAT
2012: “Soaring to Greatness” $65M
2013: MARBIONC and CIE open
2015: 14,969 students; 1192 SAT
2016: 2 CAA Championships
4 NCAA Post-Seasons
4 NCAA Individual Post-Seasons
1968: Enrollment of 1,250
1963: First 4-year degree authorized
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LISTENING
LEARNING
and LEADING
Listening, Learning and Leading

- **UNC System**
  - CAC Meetings (Monthly)
  - BOG (Every Other Month)
  - BOG, Auditing Committee
  - Installations:
    - Elwood Robinson, Winston Salem State University
    - Mary Grant, UNC Asheville
    - Robin G. Cummings, UNC Pembroke
  - Steering Committee of President/Chancellors’ Retreat
  - President/Chancellor Retirement Celebration
  - BOG, Educational Planning, Policies and Programs
  - UNCW Strategic Plan Process, Student Success
Listening, Learning and Leading

Students

- Frequent Communication with SGA Leadership
- Speaking/Q & A with Honor, Transfer, Ambassador, Individual Students
- December 2015 Convocation
- Involvement Carnival
- Emails, One-on-One Meetings
- Homecoming, TEALgate
- International Festival
- Mixers: Centro Hispano, Upperman Center, LGBT Center
- Dub Idol
- 23rd Annual Intercultural Festival Week
- Annual Baseball Banquet
- Chancellor’s High School Business Plan Competition
- Kappa Delta Installation Ceremony
- Cornerstone Student Banquet

- Senior Excellence, Sankofa, Centro Hispano, Wilmington Fellow
- Students and Honors Medallion Events
- May 2016 Commencement
- Multiple Freshman/Transfer Student Orientations
- Chancellor’s Distinguished Lecture Series
- CSB Pi Sigma Epsilon’s Wing Fling
- MSA Recognition Ceremony
- International MBA Event
- Snipes Shining Stars at Kenan
- Welcoming Turkish (M.B.A.), Korean (B.S.), and Argentinian Students (high school)
Listening, Learning and Leading

- Faculty
  - Frequent Communication with Faculty Senate President
  - Meetings with Faculty Senate Steering Committee, Faculty Senate in Full, etc.
  - One-on-One Meetings with All Faculty/Chairs of Departments, Individual Faculty (Int’l Studies, Film Studies, Chemistry, Aquaculture, Global Languages, etc.)
  - Meetings with New Faculty, Faculty Advisors to Athletics, Departments (Biology), Int’l Faculty, College Faculty (WCE), CHHS Convocation
  - Attendance at Faculty Picnics/Departmental Events
  - Attendance at Faculty Senate Meetings (Monthly)
  - Cameron School of Business Full Faculty Meeting
  - Watson College of Education Advisory Board Meeting
  - Physics Department Faculty Meeting
  - The New Global City Conference
  - CAS Open House
Listening, Learning and Leading

❖ **Staff**
  – Frequent Communication with Staff Senate President
  – Meeting/Q & A with Staff Senate on Strategic Plan/Others
  – Staff Awards Ceremony
  – Staff Senate Presentation
  – Staff Senate Strides Event

❖ **Alumni/Friends**
  – Speaking/Q & A at Alumni Association Board Meetings
  – Reception with Past Presidents of Alumni Board
  – Dinner with 1949-1965 Alumni
  – Individual Meetings with Alumni in Washington D.C., Wilmington, High Point, Raleigh, Winston-Salem, Charlotte, Cary, Greensboro, Asheboro, Bolivia, Whiteville, etc.
  – Alumni Awards Reception
  – 3rd Quarterly Alumni Association Board of Directors Meeting
Listening, Learning and Leading

Athletics
- Frequent Communication with A.D./Deputy A.D.
- Discussions on Facility Master Plan, Support Donors, COA, etc.
- Meetings with Athletic Donors/Seahawk Club
- Involvement with CAA
- UNCW Athletics Hall of Fame Induction
- New Budget
- AD/Basketball Coach Contracts Renewed
- Updated Bleachers at Baseball/Soccer Stadiums
- Track and Field – Quadrilateral: City, County, Donors, UNCW
- Selection of New CAA Commissioner
- Student-Athlete Awards Ceremony
- Restructured Athletic Fundraising – New Director Hired
Listening, Learning and Leading

- **Donors**
  - More than 200 Donors Around the State/the Country

- **Parents**
  - Orientation, Parents’ Week, High Point, Raleigh, Winston-Salem, Greensboro, Charlotte, Washington D.C., etc.

- **Corporations**
  - Screen Gems
  - Port of Wilmington
  - IKA
  - New Hanover Regional Hospital
  - BB&T
  - Live Oak Bank/N-CINO
  - AAI Pharma/Alcamo
  - GE/Hitachi
  - PPD
  - CastleBranch/tekMountain
  - Old Dominion Trucking Lines
  - Carolina Panthers
  - Corning
  - SunTrust
  - First Citizens Bank
  - Wells Fargo Bank
  - South State Bank
  - Bank of America
  - Quality Chemical
Listening, Learning and Leading

- Governments
  - U.S. Congressmen/U.S. Senators (Burr, Tillis)
  - State Senate/House Members
  - Wilmington Mayor, Wilmington City Council, Police Chief, Fire Chief, New Hanover County Commissioners, State Authorities, etc.
  - Mexico Consul General
  - U.A.E. Attache
  - Governor General of Belize
  - N.C. Governor
  - N.C. Lieutenant Governor
  - Legislative Day
Listening, Learning and Leading

- **Partners**
  - Community Colleges: Cape Fear, Brunswick, Coastal Carolina, Carteret, Craven, Wake Tech, Durham Tech, Wayne, Pitt, Lenoir, James Sprunt
  - Military: MCAS Cherry Point, MCAS Camp Lejeune
  - Wilmington City Council, New Hanover County Commission
  - International Islamic University, Islamabad
  - University of Milano, Italy
  - Insper, Brazil
  - Federal University of São Carlos, Brazil
  - University of São Paulo/Ribeirao Preto, Brazil
  - UNC Chapel Hill/UNC School of Medicine in Wilmington
  - University of British Columbia, Canada
  - University of Southampton, UK
  - Universite de Bretagne Occidentale, France
  - Nanyang Technological University, Singapore
  - Cherry Point Air Show, invited by Commandant
  - Federal University of Minas Gerais, Brazil
Listening, Learning and Leading

- **Speeches: External**
  - Wilmington Chamber of Commerce
  - Senior Men’s Club
  - GWBJ Power Breakfast
  - 2015 Bio-Marine Convention
  - UNCW Association of Retired Faculty
  - Cape Fear 50
  - Wilmington Community Alliance
  - Wilmington Rotary Club – Downtown
  - Wilmington Kiwanis Club
  - Mayor Saffo’s Roundtable on Housing Affordability (Panelist)
  - 2016 Adult Scholars Leadership Program
  - Wilmington Investors Roundtable
  - Wilmington Rotary Club – West
  - Burgaw Rotary Club
Listening, Learning and Leading

❖ Speeches: External (cont’d)
  – Cape Fear Rotary Club
  – Wilmington Rotary Club
  – North Carolina Board of Education Meeting

❖ Speeches: Internal
  – EPP
  – Business Affairs Conference
  – Support Staff Conference
  – QENO
  – A&S Retreat
  – CREST
  – MBA Class
  – 2015 Economic Outlook Conference
  – Feast Down East
Speeches: Internal (cont’d)
- Fall Showcase of Student Research
- OLLI
- Spanish Service Learning
- African American Professors Association
- Centro Hispano
- Upperman African American Cultural Center
- LGBTQIA
- Friends of UNCW Board Meeting
- Cameron Executive Network
- Honors College Awards and Recognition Program
- Advisory Committee for Biotechnology in Southeastern North Carolina
- CSB Executive Advisory Board
- SGA New Board Inauguration
- Razor Walker Awards
Listening, Learning and Leading

- Conferences
  - AASCU
  - APLU
  - NC Bankers’ Association Annual Conference (Economic Outlook)

- Media Interviews/Q & A
  - BBC World Radio
  - Port City Daily
  - WWAY Tour of Kenan House
  - TV Interviews with WECT, WWAY, Time Warner Cable (multiple)
  - Met with GM, Anchor, Reporters of WECT (NBC)
  - UNC-TV
  - Wingspan (student publication)
Media Interviews/Q & A (cont’d)

- *Lumina News*
- WHQR/NPR Coastline
- *The Seahawk*
- *The Chronicle of Higher Education*
- Met with *StarNews* Publisher/Editors/Reporters
- *O Estado De São Paulo*, One of Top Newspapers in Brazil
- “Chairman Chat” Show with Chairman Barfield, New Hanover County Commission
- *Greater Wilmington Business Journal* (GWBJ)
- *North State Journal*
Listening, Learning and Leading

- **Connect NC**
  - Connect NC Campaign Kickoff, Raleigh
  - SGA Discussion/Q & A
  - Burgaw Rotary Club
  - Interview with *Daily Tar Heel*
  - Wilmington Central Rotary Club
  - Interview with *StarNews*
  - Wingspan Interview
  - Joint Meeting with Governor to Showcase Bond
Listening, Learning and Leading

- Lectures on Campus
  - Bernice King
  - Kelly King (BB&T)
  - Jerry Greenfield (Ben & Jerry’s)
  - Jeff Lacker (Federal Reserve Bank, Richmond)

- Installation
2015-16 ACCOMPLISHMENTS
2015-16 Accomplishments

Organization and Personnel

- Restructured several units to enhance focus, efficiency and customer service
  - OUR, Office of University Relations
  - CMS/MARBIONC
  - Athletic Advancement
  - Financial Aid

- Hired, promoted, re-energized the organization: provost, chief of staff, AVCs – international, DE/online, deans, directors, chairs, faculty and staff

- Identified resources and recognized performance beyond the $750 bonus for most personnel; more expected in 2016-17

- Developed new performance evaluation process to fill void (non-faculty EHRA) and to be rolled out in the fall
2015-16 Accomplishments

Enrollment and Student Success

- **Strong New 2015 Fall Class**
  
  Freshman: 2,024 ............... SAT Average: 1,192
  
  Gender: Female: 62%       Male: 38%
  
  Diversity: 18%
  
  Out of State: 14%
  
  Transfers: 1,420


- **Graduation: 4 years: 53%** (2011 cohort)   **6 years: 71%** (2009 cohort)

- New enrollment committee meets monthly, increased number of recruiting scholarships available and increased investment in travel

- Retention and graduation efforts refocused with professional and faculty advisory working closely with residency advisory and career services; predictive analytics being considered

- Recharged career center with added personnel, 29 fortune 500 companies vs. 19 the previous year, significantly more contacts – 3,167 vs. 1,802

- 2014-15 cohort: 72% employed, 20% going to graduate school, 10% seeking employment
2015-16 Accomplishments
## Overview

<table>
<thead>
<tr>
<th></th>
<th>Freshman Class</th>
<th>SAT Average</th>
<th>Total Enrollment</th>
<th>Retention</th>
<th>Graduation Rate 4-Year Cohort</th>
<th>Graduation Rate 6-Year Cohort</th>
<th>Persistence 6-Year (UNC)</th>
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<tbody>
<tr>
<td>2000-01</td>
<td>1,673</td>
<td>1,097</td>
<td>10,599</td>
<td>82%</td>
<td>35.3 (1997)</td>
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<td>2010-11</td>
<td>1,992</td>
<td>1,170</td>
<td>13,145</td>
<td>86%</td>
<td>51.7 (2007)</td>
<td>66.9 (2005)</td>
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<td>2014-15</td>
<td>2,159</td>
<td>1,191</td>
<td>14,969</td>
<td>85%</td>
<td>53.0 (2011)</td>
<td>71.2 (2009)</td>
<td>80.0</td>
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**2015-16 Accomplishments**
2015-16 Accomplishments

Four-year graduation (blue), six-year graduation (red), persistence within UNC (green), and persistence at any US institution (purple)
# 2015-16 Accomplishments

<table>
<thead>
<tr>
<th>Institution</th>
<th>Fresh. To Soph. Retention</th>
<th>Four-year graduation (cohort of 2011, FFFTF)</th>
<th>Four-year graduation within UNC</th>
<th>Persistence within UNC</th>
<th>Persistence at any institution</th>
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<td><strong>UNC Average:</strong></td>
<td><strong>80</strong></td>
<td><strong>37.5</strong></td>
<td><strong>39.1</strong></td>
<td><strong>40.1</strong></td>
<td><strong>UNC</strong></td>
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<table>
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<th>Institution</th>
<th>Six-year graduation (cohort of 2009)</th>
<th>Six-year graduation within UNC</th>
<th>Six-year graduation at any institution</th>
<th>Persistence within UNC</th>
<th>Persistence at any institution</th>
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<td>University of North Carolina at Greensboro</td>
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<td><strong>64.3</strong></td>
<td><strong>65.4</strong></td>
<td><strong>69.5</strong></td>
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2015-16 Accomplishments

New Academic Programs

- **BOG approved two new doctorates Oct. 30, 2015**
  - Doctorate in Nursing Practices (DNP)
    First cohort expected fall 2016
  - Ph.D. in Psychology
    Work is underway including space for clinic; launch is expected for fall 2017

- **UNCW top priorities at GA**
  - New Ph.D. in Marine Science together with ECU is making progress
  - New online Executive MBA is in the final stages (modification to approve program)
  - Data/business analytics being reviewed

- **Public Health Studies receives CEPH accreditation**
# 2015-16 Accomplishments

## Academic Program Development

<table>
<thead>
<tr>
<th>Program</th>
<th>Request to Plan “Appendix A”</th>
<th>Request to Implement “Appendix C”</th>
<th>Current Status</th>
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<tbody>
<tr>
<td>M.S. Business Analytics</td>
<td>Submitted 6/3/2016; GA responded with feedback on 6/26/2016</td>
<td></td>
<td>UNCW is preparing a response to Appendix A feedback</td>
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<tr>
<td>M.A. Film Studies</td>
<td>Submitted 3/24/2016; GA responded with feedback on 4/26/2016</td>
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<td>UNCW is preparing a response to Appendix A feedback</td>
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<tr>
<td>Ph.D. Integrative Coastal and Marine Sciences</td>
<td>Submitted fall 2012; thereafter stalled, affected by mission statement limitations and GA marine science review. Appendix A submitted by ECU and UNCW on 5/25/2016. Vote scheduled 8/4/2016 by UNC Graduate Council</td>
<td>UNCW/ECU committee continues its development of a joint Ph.D., adapting ECU’s existing Ph.D. in Coastal Resources Management</td>
<td>Appendix C in preparation by ECU/UNCW</td>
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<td>M.S. Data Science</td>
<td>Submitted 6/03/2016; GA responded with feedback on 6/26/2016</td>
<td>Appendix C submitted on 4/26/2016; GA response received 5/31/2016</td>
<td>UNCW submitted a response on 7/5/2016 to GA feedback on Appendix C</td>
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<td>M.S. Finance and Investment Management</td>
<td>Submitted 6/03/2016; GA responded with feedback on 6/26/2016</td>
<td></td>
<td>UNCW is preparing a response to Appendix A feedback</td>
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</table>
2015-16 Accomplishments

Funding and Fundraising

- Brought in substantial enrollment growth monies driven by nursing; investments in faculty, library and general support underway
- Ensured funding ($66M) for the Allied Health Building through joint work with Connect NC locally and statewide
- Worked the 2016-17 budget legislative short session to ensure needed salaries for employees and elimination of cap on fundraising; set back on carry forward and freeze of tuition
- Attained $14.9M in fundraising, all-time record, allowing us resources for scholarships, programs, etc.
- Successful fundraising in Athletics including $2.2M for the Seahawk Club
2015-16 Accomplishments

Facilities

- Allied Health: Advanced planning to start in fall 2016
- HUB Dining: Under construction; completion: spring 2017
- Baseball/Soccer Bleacher Renovations: Completed summer 2016
- Softball/Baseball Indoor Practice and Batting Facility: Fundraising in progress
- Softball Facility Improvements: Gift in place, underway, expected completion spring 2017
- Outdoor Field Enhancement: Phase IA (lighting): Completed winter 2016
  Phase IB (field): Rebidding in progress
  Phase II: Building 4D, Completed
  Building 7C, Planning
- Track and Field Renovation: Fundraising in progress
- Belk, Graham-Hewlett Renovation: Starting now
2015-16 Accomplishments

Athletics

- 2015-16: One of the best seasons in a decade
- 2 CAA championships, 4 NCAA post-seasons, 4 NCAA individual post-seasons
- 5 Programs – baseball, women’s tennis, men’s soccer, men’s golf, women’s volleyball, received the NCAA Public Recognition Award for placing among the top 10 nationally in the classroom
- Colin Bonner became the first UNCW’s men’s soccer player to earn first-team distinction on the College Sports Information Directors of America (COSIDA) Academic All-American Team
- Senior Karissa Smith of the women’s soccer team was the recipient of E.M. West Award for Academic Achievement for spring 2016 by the Cameron School of Business
- Sophomore Alex Boseman became the first Seahawk in 19 years to earn All-CAA recognition in cross country
2015-16 Accomplishments

Engagement and Outreach

- Restructured engagement to focus on community through the areas of OLLI, QENO, local programs
- All hands on deck to reach out to business community, e.g. administrators, faculty and staff, CIE, Swain Center, etc.
- Special outreach to the military through chancellor’s office, Office of Military Affairs and extension
- Global outreach through the Office of International Programs
  (Recent: Universite de Bretagne Occidentale, France; University of British Columbia, Canada; and Federal University of Minas Gerais, Brazil)
2015-16 Accomplishments

Financials

- All-time record enrollment growth investment -$10.5M
- Solid net asset position
- Record refinancing
- Ratings upgrade
Net Position

- **True measure of university’s financial strength**

- **Comprised of four parts**
  - Unrestricted – trust, auxiliary sales and services, gifts
  - Invested in capital assets – additions to physical plant
  - Restricted expendable – restricted for purpose until used
    - Examples: scholarships, research, department uses, professorships
  - Restricted nonexpendable – endowment and loans

- **Net position has grown 84% since 2001**
  - Primarily driven by growth in capital investments, trust funds and auxiliaries
2015-16 Accomplishments

Net Position

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Net Position</th>
<th>Invested in Capital Assets</th>
<th>Unrestricted</th>
<th>Restricted Expendable</th>
<th>Restricted Nonexpendable</th>
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<tr>
<td>2001</td>
<td>$242.8</td>
<td>$242.8</td>
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<tr>
<td>2010</td>
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<td>2011</td>
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<td>2012</td>
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<tr>
<td>2013</td>
<td>$426.4</td>
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<tr>
<td>2014</td>
<td>$426.5</td>
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<tr>
<td>2015</td>
<td>$445.6</td>
<td>$375.6</td>
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</tbody>
</table>
2015-16 Accomplishments

Endowment Investments

- 260% growth endowment investments since 2001
2015-16 Accomplishments

Debt

- Significant increase between 2001 and 2010 to manage growth and implement strategies of university
- Peaked in 2011 with downward trend since, partially due to refundings
2015-16 Accomplishments

Debt Ratings

❖ **Moody’s Upgrade received May 2016**
  ‒ General Revenue Debt Upgrade to Aa3, stable outlook from A1, positive
  ‒ UNC Corporation LOBs and COPs Upgrade to A1 from A2
  ‒ Revised outlook December 2013 to A1 positive from A1 stable

<table>
<thead>
<tr>
<th>UNC System Moody's General Revenue Ratings</th>
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<tbody>
<tr>
<td>Aaa</td>
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<tr>
<td>Aa1</td>
</tr>
<tr>
<td>Aa2</td>
</tr>
</tbody>
</table>
| Aa3       | Appalachian State  
                                      UNC Charlotte  
                                      UNC Greensboro  
                                      **UNC Wilmington (upgrade and stable outlook 5/2016; outlook rev to A1 positive 12/2013)**  
                                      Western Carolina University *(stable outlook 12/2013; negative outlook 7/2011)* |
| A1        | UNC Asheville  
                                      NC A&T |
| A3        | NC Central *(stable outlook 4/2016; negative outlook 8/2015; downgrade 8/2011)*  
                                      Winston-Salem State University *(stable outlook 3/2016; negative outlook 7/2014)* |
| Baa1      | Elizabeth City State University *(downgrade 11/2015; negative outlook 10/2013)* |
| Not Rated | Fayetteville State University       
                                      UNC Pembroke |

❖ **Standard & Poor’s Upgrade received March 2016**
  ‒ Upgrade to A stable from A- stable
In July 2016, UNCW advance refunded $56.4M of 2008 Certificates of Participation (COPs) for student housing and parking projects with Limited Obligation Bonds (LOBs)

- Cash Savings: $8.2M to be received over the next 5 years for investment in strategic initiatives

In May 2015, UNCW refunded $65.9M of 2005/2006 COPs for LOBs

- Cash Savings: $9.7M with average annual cash flow savings of $450,000 through FY2036, and FY2037 savings of $200,000 to help fund $2M annually in new scholarships

In April 2012, UNCW advance refunded $11.4M of 2003A bonds for the student union, which resulted in cash savings of $2.2M and a reduction in student debt fees
2015-16 Accomplishments

State Appropriations and Student Tuition and Fees, Net

- **Consistent increase in state appropriation support**
  - 69% increase since 2001

- **Steady growth in student tuition and fees as enrollment has increased**
  - 303% increase between 2001 and 2015

![Graph showing State Appropriations and Student Tuition and Fees Trend from 2001 to 2015.]
2015-16 Accomplishments

Total Net Position

- True Measure of Financial Strength
- Strong Balance Sheet

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Net Position (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$445.6</td>
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<tr>
<td>2014</td>
<td>$426.5</td>
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<tr>
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<td>2010</td>
<td>$351.0</td>
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<tr>
<td>2001</td>
<td>$242.8</td>
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</tbody>
</table>
2015-16 Accomplishments

Media
- BBC Radio
- StarNews
- Greater Wilmington Business Journal
- Lumina News
- WECT
- Correio D’oeste
- The Chronicle of Higher Education
- The Seahawk

Chancellor Sartarelli’s words of wisdom for UNCW

Chancellor Sartarelli’s words of wisdom for UNCW

Chancellor Sartarelli’s words of wisdom for UNCW

UNIVERSITY of NORTH CAROLINA Wilmington
Wilmington business leaders praise UNCW head’s corporate credentials

Published: Wednesday, July 6th, 2011, 4:20 am EDT
Updated: Sunday, July 17th, 2011, 12:04 am EDT

WILMINGTON, N.C. (WWAY) - Wilmington's business community has high hopes for new UNCW Chancellor Zito Sartarelli, who worked decades in the corporate world before transitioning to higher education.

Business leaders and local elected officials will have a chance to meet with Sartarelli Wednesday during an invitation-only reception at the Wilmington Chamber of Commerce.

"We are excited to have a new UNCW Chancellor with such a strong corporate background and an understanding of the needs of business in regards to education, and in the university's role in entrepreneurship and economic development," said Chamber President & CEO Connie Mains-Ashley.

Sartarelli, 64, who is a former head of pharmaceutical and management consultant companies, has previously been a vice president at Amgen and vice president of pharmacy for Pfizer.

"I think the future is very bright," Sartarelli said. "We're trying to reach out to the business community. As an entrepreneur, I've always worked with companies in the Wilmington region."

"I think the business needs to grow and be more effective and try to focus on in a more meaningful way on some of the businesses in the area," Sartarelli said. "I've been trying to do that, and look forward to doing that that continue to develop."
2015-16 Accomplishments

Rankings

4. Best public college for veterans in the South
   U.S. News & World Report

6. “Best Regional University in the South” 16th overall
   U.S. News & World Report

7. Number of students studying abroad
   Opendoor Peers

8. Closing the graduation rate between caucasians and minorities
   The Education Trust

10. Most affordable M.S. in social work in the east
    Best Soundwork Programs
2015-16 Accomplishments

Rankings

- **10**
  - Best value colleges and universities
  - *Consumers Digest*

- **15**
  - 30 most beautiful coastal college campuses
  - *Best Value Schools*

- **53**
  - Best online master’s in education
  - *U.S. News & World Report*

- **2016**
  - *Princeton Review*

- **2017**
  - *Fiske Guide*
2015-16 Accomplishments

Recognition

- Colin Bonner named CAA Male Scholar-Athlete of the Year
- Clyde Edgerton named member of N.C. Literacy Hall of Fame
- Charles Hardy named member of the N.C. Institute of Medicine
- Carol Pilgrim to be honored for contributions in the field of behavior analysis
- Antonio Puente to lead American Psychological Association
- Kevin Keatts rated back-to-back CAA Coach of the Year
- UNCW undergraduates earn most NOAA Hollings Scholarships of any school in the country (9 out of 125)
- Sridhar Varadarajan wins 2016 UNC Board of Governor’s Award for excellence in teaching
- 2 new Fulbrights: Alicia Greenberg and Susan Catapano
- Researchers recognized by Eli Lilly Open Innovation Drug Discovery Initiative
- Aswani Volety becomes president of the Southern Association of Marine Labs
2015-16 Accomplishments

Planning

- Mission approved by BOG in October 2015; already incorporated in strategic plan
- Strategic plan completed on time (September 2015 – May 2016); appropriately vetted by campus and ready to be rolled out
- Budgeting process guided by strategic plan just completed
- Master plan – academic, student, athletic requirements underway, expected completion fall 2016
STRATEGIC PLANNING
INTO THE FUTURE
**VISION**

UNCW will be recognized for excellence in everything it does, for its global mindset, and for its community engagement.

**MISSION**

The University of North Carolina Wilmington, the state’s coastal university, is dedicated to the integration of teaching and mentoring with research and service. Our commitment to student engagement, creative inquiry, critical thinking, thoughtful expression and responsible citizenship is expressed in our baccalaureate and master’s programs, as well as doctoral programs in areas of expertise that serve state needs. Our culture reflects our values of diversity and globalization, ethics and integrity, and excellence and innovation.

**VALUES**

<table>
<thead>
<tr>
<th>EXCELLENCE</th>
<th>INTEGRITY</th>
<th>STUDENT FOCUS</th>
<th>DIVERSITY</th>
<th>INNOVATION</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>COMMUNITY ENGAGEMENT</td>
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</table>

**STRATEGIC PRIORITIES**

<table>
<thead>
<tr>
<th>ATTRACT/RETAIN</th>
<th>EDUCATE/ADVANCE RESEARCH</th>
<th>ENABLE/PLACE</th>
<th>ORGANIZE/ENGAGE</th>
<th>FUND/BUILD</th>
</tr>
</thead>
</table>

UNCW®

University of North Carolina Wilmington
2016 and Beyond

KEY METRICS
2016 and Beyond Key Metrics

Attract/Retain

- FRESHMAN: 2,024 → 2,500
- FRESHMAN SAT. AVERAGE: 1192 → 1250
- TRANSFERS: 1,420 → 2,500
- GRADUATE (1): 1,700 → 2,500
- MILITARY (1): 1,462 → 2,000
- ONLINE (1): 1,122 → 2,500
- INTERNATIONAL (1): 230 → 1,000

STUDY ABROAD: 900 → 1,500

RETENTION: 85% → 90%

GRADUATION:
- 4 year: 52.5% → 55%
- 6 year: 71.5% → 75%

MASTER PLAN

COMPETITIVE SALARIES: 80% of the Median

IMPROVE STUDENT/FACULTY/STAFF SATISFACTION

1. Total
2016 and Beyond Key Metrics

Educate/Advance Research

Operationalize New Academic Programs

Enhance Applied Learning
- 172 funded ETEAL by 2018
- 95 honor graduate per cohort by 2018
- Increase res. scholars to 45 by 2018
- Increase high-impact programs (HIP) opportunities by 2018

Increase extramural funding $12.8M (13 - 14) $30M

Double number of DE/Online courses

Increase academic content in UNI courses, reduce complexity and enhance student success

90% of students to include at least 1 HIP (high-impact program)

Recognize Excellence
- BOG awards
- Chancellor awards
- Grants/Publications
- Carnegie

UNCW
UNIVERSITY of NORTH CAROLINA WILMINGTON
## New Academic Programs

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<td><strong>Cameron School of Business</strong></td>
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<tr>
<td>Executive MBA (0)</td>
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<td><strong>College of Arts and Sciences</strong></td>
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<tr>
<td>B.A., Digital Arts</td>
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<td>F/18</td>
<td>F/19</td>
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<tr>
<td>B.A., Int’l Studies (0)</td>
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<tr>
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# 2016 and Beyond Key Metrics

## New Academic Programs

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<td><strong>College of Health and Human Services</strong></td>
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<tr>
<td>❖ B.S./M.S, Health Informatics</td>
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<td>❖ M.S., Healthcare Administration</td>
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<tr>
<td>❖ M.S., Athletic Training</td>
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<tr>
<td>❖ M.S., Exercise Science</td>
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<tr>
<td>❖ M.S., Speech Pathology</td>
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<tr>
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<td>❖ M.S., Physician Assistant</td>
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<td><strong>Watson College of Education</strong></td>
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<td>❖ B.S., Workforce Education Development</td>
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<tr>
<td>❖ M.S., Digital Literacy/ Multimedia Development</td>
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2016 and Beyond Key Metrics

Enable/Place

Enhance Advising
• 1/17.5: professional advisor to student
• 1/20: faculty to student

Increase student participation career-related activities

Ensure 90% employment/graduate school 6 months after graduation

Increase number of Fortune 500 firms recruiting on campus
29 → 100
2016 and Beyond Key Metrics

Organize/Engage

- Incentivize, support, recognize and reward community and scholarly engagement
- Organize and capitalize on key partnerships
- Ensure strategic plan introduction, implementation and monitoring for long-term success
- Capture/disseminate economic impact of university and advocate with it
- Conduct image study and together with strategic plan “brand” the university
- Improve rankings

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2016 and Beyond Key Metrics

**Fund/Build**

- Ensure state continues to fund university’s needs
- Effectively manage auxiliaries and distribute to support strategies
- Ensure student athletes meet academic standards and are league competitive in key sports
- Save monies through procurement strategies and reinvest
- Launch a comprehensive campaign and cumulatively bring $100M by 2021

- Grow enrollment without sacrificing quality
- Grow licensing revenues
- Consider debt refinancing to support strategic objectives
- Seek new sources of research funding $12.8M → $30M
- Ensure a master plan – academics, students, athletics – is in place

$12.8M $30M
Giving Flight to Imagination
“Imagination is more important than knowledge. For knowledge is limited to all we know and understand while imagination embraces the entire world, and all there ever will be to know and understand.”

– Albert Einstein
THANK YOU