



# The University of North Carolina

GENERAL ADMINISTRATION

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*Constituent Universities*  
Appalachian State  
University

East Carolina  
University

Elizabeth City  
State University

Fayetteville State  
University

North Carolina  
Agricultural and  
Technical State  
University

North Carolina  
Central University

North Carolina  
State University  
at Raleigh

University of  
North Carolina  
at Asheville

University of  
North Carolina  
at Chapel Hill

University of  
North Carolina  
at Charlotte

University of  
North Carolina  
at Greensboro

University of  
North Carolina  
at Pembroke

University of  
North Carolina  
at Wilmington

University of  
North Carolina  
School of the Arts

Western Carolina  
University

Winston-Salem  
State University

*Constituent High School*  
North Carolina  
School of Science  
and Mathematics

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Affirmative Action  
Employer

## MEMORANDUM

TO: Members, Committee on Educational Planning, Policies, and Programs

FROM: Alan Mabe

DATE: September 8, 2009

SUBJECT: Review of Mission Statements

In the past, campuses reviewed their mission statements as part of the biennial long-range planning process. That process was postponed due to the UNC Tomorrow Initiative. As part of the response to the UNC Tomorrow Commission's recommendations, campuses reviewed their missions and mission statements in light of those recommendations.

The mission statements are provided for your review and discussion at the September meeting. Subject to that discussion, it is our expectation that they would be on the agenda to be approved at the October meeting.

A few changes are in process. For those campuses that are not identified as Carnegie doctoral institutions, doctoral programs they offer are to be listed individually (if they choose to list them) in the mission statement rather than by using a general phrase such as "selected doctoral programs" or "doctoral level work." Campuses may have thought they needed to have some type of doctoral mission identified in their mission statement in order to propose their first or additional doctoral programs. But the Committee reached a consensus in August that Carnegie classification will not be the basis for making decisions regarding who can propose doctoral programs.

President Bowles particularly looked for campuses to identify in their mission statements that they were engaged beyond the academy.

In the past, the Committee and Board have wanted to consider all the mission revisions at the same time, so we are proceeding on that understanding.

The format for each mission statement is; first, the current mission statement, next, the proposed revised mission statement, and then, a marked version to show the changes from the current to the proposed.

**Mission Statements of the Constituent Institutions  
of  
The University of North Carolina**

# Appalachian State University

## Previous Mission Statement

Appalachian State University is a public comprehensive university, offering a wide variety of degree programs at the baccalaureate, master's, and intermediate levels as well as the Ed.D. in educational leadership. With a distinctively residential campus and a faculty and staff characterized by high quality and broad diversity of professional skills, Appalachian takes as its mission the practice and propagation of scholarship. This is accomplished particularly through instruction, but also through the research, creative, and service activities of the university community. Appalachian is committed to excellence in its undergraduate and graduate educational programs, while continuing to serve as a center of cultural and professional activity within its state and region.

## New Mission Statement

Established in 1899 as Watauga Academy, Appalachian State University has evolved into a preeminent university located in a unique, rural mountain environment. As a member of the University of North Carolina, Appalachian's fundamental mission is to discover, create, transmit, and apply knowledge to address the needs of individuals and society. This mission is achieved by providing undergraduate students a rigorous liberal education that emphasizes transferable skills and preparation for professional careers; offering graduate students distinctively relevant programs; maintaining a faculty whose members serve as excellent teachers and scholarly mentors for their students and who produce high levels of scholarship and creative activities. Appalachian recognizes that the success of the university depends upon the achievement and cooperation of a diverse community of students, faculty, and staff and strives to implement policies and allocate resources accordingly. We accept our responsibility to be actively involved in addressing the educational, economic, cultural, and societal needs of the changing region, state, nation, and world. As a publicly funded institution, Appalachian is committed to accomplishing its initiatives through efficient and effective resource utilization.

## How the Mission Statement Changed

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# East Carolina University

## Previous Mission Statement

East Carolina University, a constituent institution of the University of North Carolina, is a public doctoral/research-intensive university committed to meeting the educational needs of North Carolina. It offers baccalaureate, master's, specialist, and doctoral degrees in the liberal arts, sciences and professional fields, including medicine.

The university is dedicated to educational excellence, exemplary teaching, responsible stewardship of the public trust, and academic freedom. The university values the contributions of a diverse community, supports shared governance, and guarantees equality of opportunity.

East Carolina University's motto is "servire," meaning "to serve," and it seeks to meet that obligation through the following interrelated components of its mission: education, research and creative activity, and leadership and partnerships within its region.

## New Mission Statement

To serve as a national model for public service and regional transformation by:

- Preparing our students to compete and succeed in the global economy and multicultural society,
- Distinguishing ourselves by the ability to train and prepare leaders,
- Creating a strong, sustainable future for eastern North Carolina through education, research, innovation, investment, and outreach,
- Saving lives, curing diseases, and positively transforming health and health care, and
- Providing cultural enrichment and powerful inspiration as we work to sustain and improve quality of life.

## How the Mission Statement Changed

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- Saving lives, curing diseases, and positively transforming health care, leadership and partnerships within its region.
- Providing cultural enrichment and powerful inspiration as we work to sustain and improve quality of life.

# Elizabeth City State University

## Previous Mission Statement

Elizabeth City State University, a constituent institution of the University of North Carolina, offers baccalaureate programs in the arts and sciences, professional and pre-professional areas, as well as master's degrees in selected disciplines.

Originally an institution for African American students, the university's rich heritage provides a strong background for its increasingly multicultural student body. By providing a challenging, student-centered learning environment, the university prepares its students for responsible participation and leadership in an ever-changing world.

Through teaching, research, and community outreach, the university is a valuable resource for developing the intellectual capital of the state and nation and for addressing the environmentally sensitive economic needs of northeastern North Carolina.

## New Mission Statement

Elizabeth City State University, a constituent institution of the University of North Carolina, offers baccalaureate, graduate, and professional programs for a diverse student body. The institution's rich heritage provides a firm foundation for its educational endeavors, as well as its role in serving the needs and aspirations of individuals and society.

Through teaching, research, and community engagement, Elizabeth City State University provides a student-centered environment, delivered in a manner that enhances student learning, while preparing its graduates for leadership roles and lifelong learning. The university is also a leader in facilitating sustainable economic growth, while safeguarding the unique culture and natural resources of the region.

## How the Mission Statement Changed

Elizabeth City State University, a constituent institution of the University of North Carolina, offers baccalaureate, ~~graduate, programs in the arts and sciences,~~ professional ~~programs and pre-professional areas, as well as master's degrees in selected disciplines.~~

~~Originally an institution for a diverse student body. The institution's African American students, the university's rich heritage provides a firm foundation for its educational endeavors, as well as strong background for its increasingly multicultural student body. By providing a challenging, student-centered learning environment, the university prepares its role in serving the needs and aspirations of individuals~~ ~~students for responsible participation and society.~~ ~~leadership in an ever-changing world.~~

Through teaching, research, and community ~~engagement,~~ Elizabeth City State University ~~provides a student-centered environment, delivered in a manner that enhances student learning, while preparing its graduates for leadership roles and lifelong learning. The~~ ~~outreach,~~ the university is ~~also a leader in facilitating sustainable~~ valuable resource for developing the intellectual capital of the state and nation and for addressing the environmentally sensitive economic ~~growth, while safeguarding the unique culture and natural resources~~ needs of the region, ~~northeastern North Carolina.~~

# Fayetteville State University

## Previous Mission Statement

Fayetteville State University is a regional public comprehensive university, offering degrees at the baccalaureate and master's levels and a doctorate in Educational Leadership. The primary mission of Fayetteville State University is to provide high-quality education to its students at the undergraduate level through a basic liberal arts foundation and major programs in the arts and sciences, teacher education, and business and economics as well as specific graduate programs. Committed to excellence in teaching, research, and service to the community, the university seeks to prepare its students and graduates to lead meaningful and productive lives. In doing so, Fayetteville State University strives to produce creative thinkers and leaders who will reach beyond current intellectual and cultural boundaries to become change agents for shaping the future of the nation and the world.

As a part of its broader mission, the university extends its services as a regional institution by providing life-long learning experiences and opportunities to the University's immediate and extended communities and serving as a resource for business, education, and culture in North Carolina.

## New Mission Statement

Fayetteville State University is a public comprehensive regional university that promotes the educational, social, cultural, and economic transformation of southeastern North Carolina and beyond. The primary mission of FSU is to provide students with the highest quality learning experiences that will produce global citizens and leaders as change agents for shaping the future of the state. Awarding degrees at the baccalaureate, master's, and doctoral levels, FSU offers programs in teacher education, the arts and sciences, health professions, business and economics, and unique and emerging fields. FSU is an institution of opportunity and diversity. Committed to excellence in teaching, research, scholarship, and service, the university extends its services and programs to the community, including the military, and other educational institutions throughout North Carolina, the nation, and the world.

## How the Mission Statement Changed

Fayetteville State University is a ~~regional~~ public comprehensive regional university that promotes the educational, social, cultural, and economic transformation of southeastern North Carolina and beyond. The primary mission of FSU is to provide students with the highest quality learning experiences that will produce global citizens and leaders as change agents for shaping the future of the state. ~~Awarding, offering~~ degrees at the baccalaureate, master's, and ~~doctoral~~ master's levels, ~~FSU offers and a doctorate in Educational Leadership.~~ The primary mission of Fayetteville State University is to provide high-quality education to its students at the undergraduate level through a basic liberal arts foundation and major programs in teacher education, the arts and sciences, health professions, ~~teacher education, and~~ business and economics, and unique and emerging fields. FSU is an institution of opportunity and diversity, ~~as well as specific graduate programs.~~ Committed to excellence in teaching, research, scholarship, and service, the university extends its services and programs to the community, including the military, and other educational institutions throughout North Carolina, the ~~the~~

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# North Carolina Agricultural and Technical State University

## Previous Mission Statement

North Carolina Agricultural and Technical State University is a public, comprehensive, land-grant university committed to fulfilling its fundamental purposes through exemplary undergraduate and graduate instruction, scholarly and creative research, and effective public service. The university offers degree programs at the baccalaureate, master's and doctoral levels with emphasis on engineering, science, technology, literature and other academic areas. As one of North Carolina's three engineering colleges, the university offers Ph.D. programs in engineering. Basic and applied research is conducted by faculty in university centers of excellence, in interinstitutional relationships, and through significant involvement with several public and private agencies. The university also conducts major research through engineering, transportation, and its extension programs in agriculture.

## New Mission Statement

North Carolina Agricultural and Technical State University is a public, "high research activity," 1890 land-grant university committed to exemplary teaching, learning, scholarly and creative research, and effective public service. The university offers degrees at the baccalaureate, master's, and doctoral levels and a commitment to excellence in a comprehensive range of academic disciplines. Building on our comparative educational advantages and our unique civil rights heritage, the university provides interdisciplinary and integrated curricula and co-curricula opportunities that develop and support the intellectual and cognitive competencies of our students. Our graduates are dynamic citizens of the diverse global community and are prepared for the 21st century.

## How the Mission Statement Changed

North Carolina Agricultural and Technical State University is a public, "high research activity," 1890comprehensive, land-grant university committed to fulfilling its fundamental purposes through exemplary teaching, learning, undergraduate and graduate instruction, scholarly and creative research, and effective public service. The university offers degrees s-programs at the baccalaureate, master's, and doctoral levels and a commitment to excellence in a comprehensive range of with emphasis on engineering, science, technology, literature and other academic disciplines. Building on our comparative educational advantages and our unique civil rights heritage, areas. As one of North Carolina's three engineering colleges, the university provides interdisciplinary offers Ph.D. programs in engineering. Basic and integrated curricula applied research is conducted by faculty in university centers of excellence, in interinstitutional relationships, and co-curricula opportunities that develop through significant involvement with several public and support the intellectual private agencies. The university also conducts major research through engineering, transportation, and cognitive competencies of our students. Our graduates are dynamic citizens of the diverse global community and are prepared for the 21st century. its extension programs in agriculture.

# North Carolina Central University

## Previous Mission Statement

North Carolina Central University is a comprehensive university offering programs at the undergraduate and graduate levels. It is the nation's first public liberal arts institution founded for African Americans. The university maintains a strong liberal arts tradition and a commitment to academic excellence in a diverse educational and cultural environment. It seeks to encourage intellectual curiosity and to enhance the academic and professional skills of its students and faculty.

The mission of the university is to prepare students academically and professionally and to promote consciousness of social responsibility and dedication to the advancement of the general welfare of the people of North Carolina, the United States, and the world. The university will serve its traditional clientele of African American students; it will also expand its commitment to meet the educational needs of a student body that is diverse in race and other socioeconomic attributes.

Teaching is the primary focus of the university. As a part of that focus, the university encourages its faculty to pursue intellectual development and rewards effective teaching. The university recognizes, however, the mutually reinforcing impact of scholarship and service on effective teaching and learning. North Carolina Central University, therefore, encourages and expects faculty and students to engage in scholarly, creative, and service activities which benefit the community.

## New Mission Statement

North Carolina Central University is a comprehensive university offering programs at the baccalaureate, master's, professional and selected doctoral levels. It is the nation's first public liberal arts institution founded for African-Americans. The university maintains a strong liberal arts tradition and a commitment to academic excellence in a diverse educational and cultural environment. It seeks to encourage intellectual productivity and to enhance the academic and professional skills of its students and faculty.

The mission of the university is to prepare students academically and professionally to become leaders prepared to advance the consciousness of social responsibility in a diverse, global society. The university will serve its traditional clientele of African American students; it will also expand its commitment to meet the educational needs of a student body that is diverse in race and other socioeconomic attributes.

Teaching, supported by research, is the primary focus of the university. As a part of that focus, the university encourages its faculty to pursue intellectual development and rewards effective teaching and research. The university recognizes, however, the mutually reinforcing impact of scholarship and service on effective teaching and learning. North Carolina Central University, therefore, encourages and expects faculty and students to engage in scholarly, creative, and service activities which benefit the community.

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# **North Carolina State University**

## **Previous Mission Statement**

The mission of North Carolina State University is to serve its students and the people of North Carolina as a doctoral/research-extensive, land-grant university. Through the active integration of teaching, research, extension, and engagement, North Carolina State University creates an innovative learning environment that stresses mastery of fundamentals, intellectual discipline, creativity, problem solving, and responsibility. Enhancing its historic strengths in agriculture, science, and engineering with a commitment to excellence in a comprehensive range of academic disciplines, North Carolina State University provides leadership for intellectual, cultural, social, technological, and economic development within the state, the nation, and the world.

## **New Mission Statement**

[No change from previous]

# **The University of North Carolina at Asheville**

## **Previous Mission Statement**

The University of North Carolina at Asheville offers a superior liberal arts education for well-prepared students who are committed to learning and personal growth. Its education is liberating, promoting the free and rigorous pursuit of truth, respect for differing points of view and heritage, and an understanding that values play a role in thought and action. Through this education the university aims to develop students of broad perspective who think critically and creatively, communicate effectively, and participate actively in their communities. UNCA is North Carolina's only designated public liberal arts university.

Small by choice, UNCA brings together faculty, students, and staff of diverse cultural backgrounds to interact closely in a supportive community. The university makes excellence in teaching the highest priority for its faculty. It fosters scholarship and creative activities by faculty and students alike.

UNCA provides undergraduate programs in the arts, the humanities, the natural and social sciences, and in selected pre-professional programs that are solidly grounded in the liberal arts. The university seeks to connect the traditional liberal arts fields through interdisciplinary studies and to integrate these areas of inquiry with programs that prepare students for rewarding careers. To enhance and extend the undergraduate programs, UNCA offers an interdisciplinary Master of Liberal Arts.

As a public university, UNCA serves the region and state in ways that complement its educational mission. It encourages students, faculty, and staff to interact with and serve the community, and it shares cultural and educational resources with citizens at all stages of life and learning. The university houses the Asheville Graduate Center, the North Carolina Center for Creative Retirement, and other programs which provide opportunities to citizens for continued learning and public service.

The ultimate aim of the university is to provide students the best possible opportunity to acquire the skills, knowledge, and understanding necessary to pursue their goals, to find meaning in their lives, and to take their places as contributing citizens of a changing society.

## **New Mission Statement**

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. Primarily undergraduate, 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.

### **How the Mission Statement Changed**

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UNCA provides undergraduate programs in the arts, the humanities, the natural and social sciences, and in selected pre-professional programs that are solidly grounded in the liberal arts.

~~The university seeks to connect the traditional liberal arts fields through interdisciplinary studies and to integrate these areas of inquiry with programs that prepare students for rewarding careers. To enhance and extend the undergraduate programs, UNCA offers an interdisciplinary Master of Liberal Arts.~~

~~As a public university, UNCA serves the region and state in ways that complement its educational mission. It encourages students, faculty, and staff to interact with and serve the community, and it shares cultural and educational resources with citizens at all stages of life and learning. The university houses the Asheville Graduate Center, the North Carolina Center for Creative Retirement, and other programs which provide opportunities to citizens for continued learning and public service.~~

~~The ultimate aim of the university is to provide students the best possible opportunity to acquire the skills, knowledge, and understanding necessary to pursue their goals, to find meaning in their lives, and to take their places as contributing citizens of a changing society.~~

# The University of North Carolina at Chapel Hill

## Previous Mission Statement

The University of North Carolina at Chapel Hill has existed for two centuries as the nation's first state university. Through its excellent undergraduate programs, it has provided higher education to ten generations of students, many of whom have become leaders of the state and the nation. Since the nineteenth century, it has offered distinguished graduate and professional programs. The university is a doctoral/research-extensive university. Fundamental to this designation is a faculty actively involved in research, scholarship, and creative work, whose teaching is transformed by discovery and whose service is informed by current knowledge. The mission of the university is to serve all the people of the state, and indeed the nation, as a center for scholarship and creative endeavor. The university exists to teach students at all levels in an environment of research, free inquiry, and personal responsibility; to expand the body of knowledge; to improve the condition of human life through service and publication; and to enrich the culture.

To fulfill this mission, the university must: (1) acquire, discover, preserve, synthesize, and transmit knowledge; (2) provide high quality undergraduate instruction to students within a community engaged in original inquiry and creative expression, while committed to intellectual freedom, to personal integrity and justice, and to those values that foster enlightened leadership for the state and nation; (3) provide graduate and professional programs of national distinction at the doctoral and other advanced levels; (4) extend knowledge-based services and other resources of the university to the citizens of North Carolina and their institutions to enhance the quality of life for all people in the state; and (5) address, as appropriate, regional, national, and international needs.

## New Mission Statement

The University of North Carolina at Chapel Hill, the nation's first public university, serves North Carolina, the United States, and the world through teaching, research, and public service. We embrace an unwavering commitment to excellence as one of the world's great research universities.

Our mission is to serve as a center of research, scholarship, and creativity and to teach a diverse community of undergraduate, graduate, and professional students to become the next generation of leaders. Through the efforts of our exceptional faculty and staff, and with generous support from North Carolina's citizens, we invest our knowledge and resources to enhance access to learning and to foster the success and prosperity of each rising generation.

With *lux, libertas*—light and liberty—as its founding principles, the university has charted a bold course of leading change to improve society and to help solve the world's greatest problems.

## How the Mission Statement Changed

The University of North Carolina at Chapel Hill, the nation's first public university, serves North Carolina, the United States, and the world through teaching, research, and public service. We embrace an unwavering commitment to excellence as one of the world's great research universities.

Our mission is to serve as a center of research, scholarship, and creativity and to teach a diverse community of undergraduate, graduate, and professional students to become the next generation of leaders. Through the efforts of our exceptional faculty and staff, and with generous support from North Carolina's citizens, we invest our knowledge and resources to enhance access to learning and to foster the success and prosperity of each rising generation.

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# The University of North Carolina at Charlotte

## Previous Mission Statement

UNC Charlotte is the only Doctoral/Research University-Intensive in the Charlotte region, fully engaged in the discovery, dissemination, synthesis, and application of knowledge. It provides for the educational, economic, social, and cultural advancement of the people of North Carolina through on and off-campus programs, continuing personal and professional education opportunities, research, and collaborative relationships with private, public, and nonprofit institutions. UNC Charlotte has a special responsibility to build the intellectual capital of this area. As such it serves the research and doctoral education needs of the greater Charlotte metropolitan region.

The primary commitment of UNC Charlotte is to extend educational opportunities and to ensure success for qualified students of diverse backgrounds through informed and effective teaching in the liberal arts and sciences and in selected professional programs offered through colleges of Architecture, Arts and Sciences, Business Administration, Education, Engineering, Information Technology, and Health and Human Services, and through programs and services designed to support students' intellectual and personal development. The university offers an extensive array of baccalaureate and master's programs and a number of doctoral programs.

With a broad institutional commitment to liberal education as the foundation for constructive citizenship, professional practice, and lifelong learning, UNC Charlotte is prepared to focus interdisciplinary resources to address seven broad areas of concern to the Charlotte region: 1) Liberal Education; 2) Business and Finance; 3) Urban and Regional Development; 4) Children, Families, and Schools; 5) Health Care and Health Policy; 6) International Understanding and Involvement; and 7) Applied Sciences and Technologies.

## New Mission Statement

UNC Charlotte is North Carolina's urban research university. It leverages its location in the state's largest city to offer internationally competitive programs of research and creative activity, exemplary undergraduate, graduate, and professional programs, and a focused set of community engagement initiatives. UNC Charlotte maintains a particular commitment to addressing the cultural, economic, educational, environmental, health, and social needs of the greater Charlotte region.

In fulfilling this mission, we value:

- Accessible and affordable quality education that equips students with intellectual and professional skills, ethical principles, and an international perspective.
- A strong foundation in liberal arts and opportunities for experiential education to enhance students' personal and professional growth.
- A robust intellectual environment that values social and cultural diversity, free expression, collegiality, integrity, and mutual respect
- A safe, diverse, team-oriented, ethically responsible, and respectful workplace environment that develops the professional capacities of our faculty and staff.

To achieve a leadership position in higher education, we will:

- Implement our Academic Plan and related administrative plans.

- Rigorously assess our progress using benchmarks appropriate to the goals articulated by our programs and in our plans.
- Serve as faithful stewards of the public and private resources entrusted to us and provide effective and efficient administrative services that exceed the expectations of our diverse constituencies.
- Create meaningful collaborations among university, business, and community leaders to address issues and opportunities of the region.
- Develop an infrastructure that makes learning accessible to those on campus and in our community and supports the scholarly activities of the faculty.
- Pursue opportunities to enhance personal wellness through artistic, athletic, or recreational activities.
- Operate an attractive, environmentally responsible and sustainable campus integrated with the retail and residential neighborhoods that surround us.

### How the Mission Statement Changed

UNC Charlotte is North Carolina's urban research university. It leverages its location in the state's largest city to offer internationally competitive programs of research and creative activity, exemplary undergraduate, graduate, and professional programs, and a focused set of community engagement initiatives. UNC Charlotte maintains a particular commitment to addressing the cultural, economic, educational, environmental, health, and social needs of the greater Charlotte region.

In fulfilling this mission, we value:

- Accessible and affordable quality education that equips students with intellectual and professional skills, ethical principles, and an international perspective.
- A strong foundation in liberal arts and opportunities for experiential education to enhance students' personal and professional growth.
- A robust intellectual environment that values social and cultural diversity, free expression, collegiality, integrity, and mutual respect
- A safe, diverse, team-oriented, ethically responsible, and respectful workplace environment that develops the professional capacities of our faculty and staff.

To achieve a leadership position in higher education, we will:

- Implement our Academic Plan and related administrative plans.
- Rigorously assess our progress using benchmarks appropriate to the goals articulated by our programs and in our plans.
- Serve as faithful stewards of the public and private resources entrusted to us and provide effective and efficient administrative services that exceed the expectations of our diverse constituencies.
- Create meaningful collaborations among university, business, and community leaders to address issues and opportunities of the region.
- Develop an infrastructure that makes learning accessible to those on campus and in our community and supports the scholarly activities of the faculty.
- Pursue opportunities to enhance personal wellness through artistic, athletic, or recreational activities.
- Operate an attractive, environmentally responsible and sustainable campus integrated with the retail and residential neighborhoods that surround us.

~~UNC Charlotte is the only Doctoral/Research University Intensive in the Charlotte region, fully engaged in the discovery, dissemination, synthesis, and application of knowledge. It provides for the educational, economic, social, and cultural advancement of the people of North Carolina through on and off-campus programs, continuing personal and professional education opportunities, research, and collaborative relationships with private, public, and nonprofit institutions. UNC Charlotte has a special responsibility to build the intellectual capital of this area. As such it serves the research and doctoral education needs of the greater Charlotte metropolitan region.~~

~~The primary commitment of UNC Charlotte is to extend educational opportunities and to ensure success for qualified students of diverse backgrounds through informed and effective teaching in the liberal arts and sciences and in selected professional programs offered through colleges of Architecture, Arts and Sciences, Business Administration, Education, Engineering, Information Technology, and Health and Human Services, and through programs and services designed to support students' intellectual and personal development. The university offers an extensive array of baccalaureate and master's programs and a number of doctoral programs.~~

~~With a broad institutional commitment to liberal education as the foundation for constructive citizenship, professional practice, and lifelong learning, UNC Charlotte is prepared to focus interdisciplinary resources to address seven broad areas of concern to the Charlotte region: 1) Liberal Education; 2) Business and Finance; 3) Urban and Regional Development; 4) Children, Families, and Schools; 5) Health Care and Health Policy; 6) International Understanding and Involvement; and 7) Applied Sciences and Technologies.~~

# The University of North Carolina at Greensboro

## Previous Mission Statement

The University of North Carolina at Greensboro is a diverse, student-centered research university, linking the Triad and North Carolina to the world through learning, discovery, and service. As a doctorate-granting institution, it is committed to teaching based in scholarship and advancing knowledge through research. The College of Arts and Sciences and six professional schools offer challenging graduate and undergraduate programs in which students are mentored by outstanding teachers, including nationally recognized researchers and artists.

Affirming the liberal arts as the foundation for lifelong learning, the university provides exemplary learning environments on campus and through distance education so that students can acquire knowledge, develop intellectual skills, and become more thoughtful and responsible members of a global society. Co-curricular, residential, and other programs contribute to students' social, aesthetic, and ethical development.

The University of North Carolina at Greensboro is a community in which people of any racial or ethnic identity, age, or background can achieve an informed appreciation of their own and different cultures. It is a community of actively engaged students, faculty, staff, and alumni founded on open dialogue, shared responsibility, and respect for the distinct contributions of each member.

## New Mission Statement

The University of North Carolina at Greensboro will redefine the public research university for the 21st century as an inclusive, collaborative, and responsive institution making a difference in the lives of students and the communities it serves. UNCG is a:

- Learner-centered, accessible, and inclusive community fostering intellectual inquiry to prepare students for meaningful lives and engaged citizenship;
- Research university where collaborative scholarship and creative activity enhance quality of life across the lifespan;
- Source of innovation and leadership meeting social, economic, and environmental challenges in the Piedmont Triad, North Carolina, and beyond; and
- Global university integrating intercultural and international experiences and perspectives into learning, discovery, and service.

## How the Mission Statement Changed

The University of North Carolina at Greensboro ~~is a diverse, student-centered~~ research university will redefine the publicis a diverse, student-centered for the 21st century as an inclusive, collaborative, linking the Triad and responsive ~~North Carolina to the world through learning, discovery, and service. As a doctorate-granting institution~~ making a difference, it is committed to teaching based in the ~~lives~~ scholarship and advancing knowledge through research. The College of Arts and Sciences and six professional schools offer challenging graduate and undergraduate programs in which students and the communities it serves. UNCG is a; ~~are mentored by outstanding teachers, including nationally recognized researchers and artists.~~

- Learner-centered, accessible, and inclusive community fostering intellectual inquiry to prepare students for meaningful lives and engaged citizenship;

- Research university where collaborative scholarship and creative activity enhance quality of life across the lifespan;
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Global [LU1] university integrating intercultural and international experiences and perspectives into learning, discovery, and service. Affirming the liberal arts as the foundation for lifelong learning, the university provides exemplary learning environments on campus and through distance education so that students can acquire knowledge, develop intellectual skills, and become more thoughtful and responsible members of a global society. Co-curricular, residential, and other programs contribute to students' social, aesthetic, and ethical development.
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# The University of North Carolina at Pembroke

## Previous Mission Statement

The University of North Carolina at Pembroke is a comprehensive university committed to academic excellence in a balanced program of teaching, research and service. It offers a broad range of degrees and nationally accredited professional programs at the bachelor's level and selected programs at the master's level. Combining the opportunities available at a larger university with the personal attention characteristic of a small college, the university provides an intellectually challenging environment created by a faculty dedicated to effective teaching, interaction with students, and scholarship. Graduates are academically and personally prepared for rewarding careers, post-graduate education, and community leadership.

Founded in 1887 to educate American Indians, the university now serves a student body reflective of the rich cultural diversity of American society. As it stimulates interaction within and among its cultural groups, the university enables its students to become informed, principled, and tolerant citizens with a global perspective.

The university encourages the pursuit of education as a lifelong experience so that its graduates will be equipped to meet the challenges of the 21st century. Drawing strength from its heritage, the University of North Carolina at Pembroke continues to expand its leadership role in enriching the intellectual, economic, social and cultural life of the region and beyond.

## New Mission Statement

Founded in 1887 as a school for the education of American Indians, The University of North Carolina at Pembroke now serves a distinctly diverse student body and encourages inclusion and appreciation for the values of all people. UNC Pembroke exists to promote excellence in teaching and learning, at the graduate and undergraduate levels, in an environment of free inquiry, interdisciplinary collaboration, and rigorous intellectual standards.

Our diversity and our commitment to personalized teaching uniquely prepare our students for rewarding careers, postgraduate education, leadership roles, and fulfilling lives. We cultivate an international perspective, rooted in our service to and appreciation of our multi-ethnic regional society, which prepares citizens for engagement in global society. Students are encouraged to participate in activities that develop their intellectual curiosity and mold them into responsible stewards of the world.

UNCP faculty and staff are dedicated to active student learning, engaged scholarship, high academic standards, creative activity, and public service. We celebrate our heritage as we enhance the intellectual, cultural, economic, and social life of the region.

## How the Mission Statement Changed

Founded in 1887 as a school for the education of American Indians, The University of North Carolina at Pembroke now serves a distinctly diverse student body and encourages inclusion and appreciation for the values of all people. UNC Pembroke exists~~is a comprehensive university committed to promote academie~~-excellence in ~~a balanced program of teaching and learning, research and service.~~ It offers a broad range of degrees and nationally accredited professional programs at the graduate and undergraduate levels, in an bachelor's level and selected programs at the master's level. ~~Combining the opportunities available at a larger university with the~~

~~personal attention characteristic of a small college, the university provides an intellectually challenging environment of free inquiry, interdisciplinary collaboration, and rigorous intellectual standards.~~

~~Our diversity and our commitment created by a faculty dedicated to personalized effective teaching uniquely prepare our, interaction with students, and scholarship. Graduates are academically and personally prepared for rewarding careers, postgraduate post-graduate education, and community leadership roles, and fulfilling lives. We cultivate an international perspective, rooted in our service to and appreciation of our multi-ethnic regional society, which prepares citizens for engagement in global society. Students are encouraged to participate in activities that develop their intellectual curiosity and mold them into responsible stewards of the world.~~

~~UNCP faculty and staff are dedicated. Founded in 1887 to actively educate American Indians, the university now serves a student learning, engaged scholarship, high academic standards, creative activity, body reflective of the rich cultural diversity of American society. As it stimulates interaction within and among its cultural groups, the university enables its students to become informed, principled, and public service. We celebrate our tolerant citizens with a global perspective.~~

~~The university encourages the pursuit of education as a lifelong experience so that its graduates will be equipped to meet the challenges of the 21st century. Drawing strength from its heritage as we enhance, the University of North Carolina at Pembroke continues to expand its leadership role in enriching the intellectual, cultural, economic, and social and cultural life of the region, and beyond.~~

# The University of North Carolina at Wilmington

## Previous Mission Statement

The University of North Carolina at Wilmington is a public comprehensive university dedicated to excellence in teaching, scholarship and artistic achievement, and service. Through the College of Arts and Sciences, the professional schools, and the graduate school, the university seeks to stimulate intellectual curiosity, imagination, rational thinking, and thoughtful expression in a broad range of disciplines and professional fields. Of prime importance is the university's commitment to undergraduate teaching. The humanities, the arts, the natural and mathematical sciences, and the behavioral and social sciences comprise the core of the undergraduate curriculum. Graduate programs at the master's level and doctoral programs in marine biology and educational leadership complement the undergraduate curriculum. The university considers scholarly practice, research, and creative activities essential for effective learning.

UNCW encourages public access to its educational programs and is committed to diversity, international perspectives, community and regional service, and the integration of technology throughout the university. It strives to create a safe and secure environment in which students, faculty, and staff can develop interests, skills, and talents to the fullest extent. UNCW seeks to make optimum use of available resources and to celebrate, study, and protect the rich heritage, the quality of life, and the environment of the coastal region in which it is located.

## New Mission Statement

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

## How the Mission Statement Changed

The University of North Carolina ~~at~~ Wilmington, ~~the state's coastal~~ ~~is a public comprehensive~~ university, ~~is~~ dedicated to learning through the integration of teaching and mentoring with research and service. Our powerful academic experience stimulates creative inquiry, critical thinking, thoughtful expression and responsible citizenship in an array of high-quality programs at the baccalaureate and master's levels, and in selected doctoral programs responsive to state and regional needs. Substantial research activity, combined with our hallmark teaching excellence and moderate size, advances distinctive student involvement in faculty ~~in teaching,~~ scholarship. ~~We are and artistic achievement, and service. Through the College of Arts and Sciences, the professional schools, and the graduate school, the university seeks to stimulate intellectual curiosity, imagination, rational thinking, and thoughtful expression in a broad range of disciplines and professional fields. Of prime importance is the university's commitment to~~

~~undergraduate teaching. The humanities, the arts, the natural and mathematical sciences, and the behavioral and social sciences comprise the core of the undergraduate curriculum. Graduate programs at the master's level and doctoral programs in marine biology and educational leadership complement the undergraduate curriculum. The university considers scholarly practice, research, and creative activities essential for effective learning.~~

~~UNCW encourages public access to its educational programs and is committed to diversity and inclusion, affordable access, global, international perspectives, and enriching the quality of life through scholarly community engagement in such areas as health, education, the economy, the and regional service, and the integration of technology throughout the university. It strives to create a safe and secure environment, marine and coastal issues, and the arts. in which students, faculty, and staff can develop interests, skills, and talents to the fullest extent. UNCW seeks to make optimum use of available resources and to celebrate, study, and protect the rich heritage, the quality of life, and the environment of the coastal region in which it is located.~~

# The University of North Carolina School of the Arts

## Previous Mission Statement

The North Carolina School of the Arts is the University of North Carolina's conservatory for the arts, dedicated entirely to the professional training of students possessing exceptional talents in the performing, visual and moving image arts. Students enter NCSA when they are ready for focused, intense professional development at the baccalaureate level and in select programs at the master's and high school levels in its schools of Dance, Design and Production, Drama, Filmmaking, and Music.

Committed to the idea that art combines craft, imagination, passion and intellect, the faculty work with students in a residential setting to create an educational community that is intimate, demanding and performance-centered. Learning is enriched by access to an academic program responsive to a conservatory curriculum; research and creative opportunities in the arts; student life programs and support; dedicated staff; outstanding facilities; community service activities; guest artists and teachers; and distinguished alumni. Students emerge transformed, poised to become leaders and creators in their chosen fields.

Founded by an act of the North Carolina General Assembly to be both an educational institution and a resource enhancing the cultural life of the State of North Carolina and the region, NCSA offers numerous public performances, both on- and off-campus, community education in the arts, as well as faculty and student lectures and workshops. The School collaborates with educational, cultural, civic, business and other partners to promote the universal importance and innovative impact of the arts to our society.

## New Mission Statement

The University of North Carolina School of the Arts is the State's unique professional school for the performing, visual, and moving image arts, training students at the high school, undergraduate, and graduate levels for professional careers in the arts. As such, UNCSA provides gifted developing artists with the experience, knowledge, and skills needed to excel in their disciplines and in their lives; and serves and enriches the cultural and economic prosperity of the people of North Carolina, the South and the United States.

## How the Mission Statement Changed

~~The The North Carolina School of the Arts is the~~ University of North Carolina ~~School of's~~ conservatory for the ~~Arts is~~arts, dedicated entirely to the ~~State's unique~~ professional ~~school for the training of students possessing exceptional talents in the~~ performing, visual, and moving image ~~arts, training students~~ arts. Students enter NCSA when they are ready for focused, intense professional development at the baccalaureate level and in select programs at the master's and high school, undergraduate, and graduate levels for professional careers in the arts. As such, UNCSA provides gifted developing in its schools of Dance, Design and Production, Drama, Filmmaking, and Music.

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# Western Carolina University

## Previous Mission Statement

A member of the University of North Carolina, Western Carolina University offers courses in the arts, sciences, technologies, humanities, and professions. Students can elect degree programs at the bachelor's or master's-level, or doctoral-level study in educational leadership. As a regional comprehensive institution, it serves the people of North Carolina from its residential campus at Cullowhee and through off-campus instruction in Asheville and other locations. Teaching and learning constitute the central mission of Western Carolina University. The university seeks to create a community of scholarship in which the activities of its members are consistent with the highest standards of knowledge and practice in their disciplines. The commitment of the community to service, research, and creative activities complements the central mission and extends the benefits of its scholarship to society. As a major public resource for western North Carolina, the university assists individuals and agencies in the region through the expertise of its faculty, its staff, and its students. Western Carolina University seeks to provide an environment in which students, faculty, and staff jointly assume responsibility for learning, where free exchange of ideas, intellectual challenge, and high standards of scholarship prevail.

## New Mission Statement

Western Carolina University creates engaged learning opportunities that incorporate research and service through residential, distance education, and international experiences. The university focuses its academic programs, educational outreach, research and creative activities, and cultural opportunities to improve individual lives and enhance economic and community development in the region, state, and nation.

*Note: For the context of this new mission statement, a broader description of Western Carolina University's institutional purpose is provided in the appendix to this document.*

## How the Mission Statement Changed

Western Carolina University creates engaged learning opportunities that incorporate research and service through residential, distance education, and international experiences. The university focuses its academic programs, educational outreach, research and creative activities, and cultural opportunities to improve individual lives and enhance economic and community development in the region, state, and nation.

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# Winston-Salem State University

## Previous Mission Statement

Winston-Salem State University is a public university whose primary mission is to offer high quality educational programs at the baccalaureate level for a diverse student population. Master's-level programs for professional study are also available from the university and through inter-institutional agreements. While the primary focus is on teaching and learning, the university encourages scholarship and creative activities by faculty and students and engages in mutually beneficial relationships with the community in ways that complement its educational mission.

The instructional program comprises three components—general education, specialized education and continuing education. General education provides for all students the academic foundations and cultural experiences essential to a liberal arts education. Specialized education provides students with the experiences necessary to master an academic discipline in preparation for employment and/or graduate and professional programs, including master's degree programs offered at WSSU. The university is strategically positioned to provide unique opportunities for students through four centers of academic excellence in teacher education, information technology, health sciences, and financial services. Continuing education offers individuals opportunities for personal or vocational enrichment through constant, periodic or occasional study.

## New Mission Statement

Winston-Salem State University is a regional, comprehensive, constituent institution of the University of North Carolina. The mission is to offer high-quality educational programs at the baccalaureate and graduate levels to 21<sup>st</sup> Century learners in disciplines that meet the needs of the region and the State and that address a changing global economy. The primary focus is on student learning, facilitated through pedagogy that employs experiential learning and flexible delivery modes. Faculty members engage in basic and applied research, scholarship, and creative activities that improve both student learning and the communities the university serves.

The university was founded as the Slater Industrial Academy, the forerunner of Winston-Salem Teachers College, which was the first black institution in the United States to grant degrees for teaching in the elementary grades and has since become recognized as a major producer of nurses and allied health professionals for North Carolina. The university will continue to serve its traditional cohort of African American students while meeting the needs of an increasingly diverse student body.

## How the Mission Statement Changed

Winston-Salem State University is a regional, comprehensive, constituent institution of the University of North Carolina. ~~The public university whose primary mission is to offer high-quality educational programs at the baccalaureate level for a diverse student population. Master's-level programs for professional study are also available from the university and graduate levels to 21<sup>st</sup> Century learners in disciplines that meet~~through inter-institutional agreements. ~~While the~~ needs of the region and the State and that address a changing global economy. ~~The primary focus is on~~ student teaching and learning, facilitated through pedagogy

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## **The North Carolina School of Science and Mathematics**

### **Previous Mission Statement**

The mission of the North Carolina School of Science and Mathematics is to help meet North Carolina's need for responsible leadership in the development and application of science, mathematics, and technology, and to act as a catalyst for educational improvement in the state and nation.

### **New Mission Statement**

[No change from previous]

## **Appendix: A Broader Description of Western Carolina University's Institutional Purpose**

Western Carolina University is a premier regional university with nationally and internationally recognized teacher-scholars dedicated to student learning. A constituent member of the University of North Carolina, WCU deploys its resources statewide either singly or collaboratively with other institutions to address state needs. The university offers courses in the arts, sciences, technologies, humanities, and professions through degree programs at the bachelor's, master's, education specialist and doctoral levels. Western offers the advantages of a large university while maintaining its small college atmosphere.

### *The Regional University*

As a regional university, WCU is committed to serving constituents within its geographic domain by offering services and appropriate educational programs that serve bona fide needs. Wedded to its region, WCU strives to take advantage of its location by capitalizing on assets unique to the region. As a result, WCU's educational portfolio and services will be strongly influenced by its location and the opportunities within it. Although WCU has a defined region as specified below, it will utilize venues outside of the region including national and international sites for educational purposes and training.

### *WCU's Region*

WCU's core geographical region is defined as the 17 western most counties of North Carolina. As such, it is obligated to work most closely with educational, governmental, and business entities in this area. Historically, WCU has provided educational programs and services to an extended region as far east as the I-77 corridor when invited to do so. WCU will continue to serve its extended region selectively when called upon and when it fits within the university's resources and programming. Further, WCU has multiple programs that will interact with its larger economic region extending from Atlanta in the west, Raleigh in the east, Knoxville in the north, and Greenville/Spartanburg in the south.

### **Promise**

Western Carolina University helps those who aspire to make a difference in their world.

### **Mission**

Western Carolina University creates engaged learning opportunities that incorporate research and service through residential, distance education, and international experiences. The university focuses its academic programs, educational outreach, research and creative activities, and cultural opportunities to improve individual lives and enhance economic and community development in the region, state, and nation.

### **Vision**

Western Carolina University will be a national model for student learning and engagement that embraces its responsibilities as a regionally engaged university.

### **Core Values**

Western Carolina University:

- Demonstrates institutional integrity through transparent and accountable practices, policies, and procedures;
- Encourages and protects the free and open interchange of ideas within the communities of which it is a part;

- Fosters the development of respect among all its members and toward the larger communities which it serves;
- Advocates and practices organizational and environmental sustainability; and
- Values and supports cultural diversity and equal opportunity.