

**College of Arts and Sciences  
Strategic Plan, 2009-14**

The College of Arts & Sciences will enhance opportunities for faculty to pursue their research, scholarship, and creative activity, and for students to learn from faculty who are fully engaged as scholars and teachers in the best traditions of the liberal arts. Therefore, during the period 2009-2014 the College will devote special attention to the following strategic areas and will allocate significant resources to each of them, recognizing that resources are limited and that not all goals may be attainable as described. Continued development of this plan will involve cost estimates for attaining each of the goals, identification of new or reallocated resources, identification and assessment of trade-offs among goals, and continued refinement and reevaluation of priorities to address changing circumstances as the plan is implemented. Assessment of progress towards the goals will be incorporated into the College's annual cycle of reporting, planning, and resource allocation.

**Strategic Area 1:**      *Ensure that opportunities for high-level accomplishments, appropriate to their undergraduate major or program of graduate study, are available to all students*

- Goal 1.1 – Each department and program will offer one or more “high-impact” experiences, as suggested by the AAC&U, to enhance students’ understanding of and accomplishments in their major by the time of graduation
- Goal 1.2 – Departments and programs will ensure participation by graduate students in professional activities appropriate to their program of study
- Goal 1.3 – Departments and programs will increase participation in disciplinary Honors Programs where possible and the College will establish one or more interdisciplinary Honors programs
- Goal 1.4 – All undergraduates will have access to advising that helps them to formulate post-graduation goals and work towards those goals throughout their academic careers

**Strategic Area 2:**      *Continue to expand the research profile of the College by increasing the impact and visibility of faculty research, scholarship, and creative activity*

- Goal 2.1– The College will ensure significantly increased recognition of and visibility for the research, scholarship, and creative activity of College faculty
- Goal 2.2 – By 2011, each department and program will have established appropriate indices of success in research, scholarship, and creative activity and will develop goals and a plan for achieving them by 2014
- Goal 2.3 – By 2014, 15% of tenured faculty each year will either be awarded competitive University Research Assignments or hold an externally funded off-campus assignment for research
- Goal 2.4 – By 2014, all departments will have met new 4-year goals for external proposal submissions
- Goal 2.5 – By 2011, the Research Office will conduct a study of the support required for research in the sciences and will develop a plan for securing that support from both internal and external sources
- Goal 2.6 – By 2014, a cluster of faculty will have been hired in a strategically significant area, based on a review of proposals submitted to the Dean
- Goal 2.7 – By 2014, [number] new endowed professorships and [number] new graduate fellowships will be established in the College or its departments and programs

**Strategic Area 3:**      *Implement and build on the recommendations in the Agenda for Faculty Diversity (2008) so as to enhance the diversity of the College faculty, staff, and students*

- Goal 3.1 – By 2012, the College will establish two fellowship programs designed to increase diversity, one for faculty and one for graduate students
- Goal 3.2 – By 2010, the College will adopt a schedule for implementing other recommendations of the *Agenda for Faculty Diversity* so as to address both the recruitment and the retention of faculty
- Goal 3.3 – By 2014, a “New Agenda for Faculty Diversity” will be established to identify the failures and successes of actions that have been taken and specify the steps needed to make further progress

**Strategic Area 4:** *Increase student retention and graduation rates by improving student academic success in the freshman and sophomore years*

- Goal 4.1 – Ensure that all freshman and sophomore courses offer a strong foundation for success in more demanding courses in the major
- Goal 4.2 – Implement the recommendations of the Ad Hoc Committee on Student Retention and Success in High D/F/W Courses
- Goal 4.3 – Establish first-year learning communities targeted to College majors, anchored by an enhanced Freshman Seminar Program

**Strategic Area 5:** *Enhance the availability of high-quality on-line courses and programs while ensuring that adequate support services are provided for both students and faculty*

- Goal 5.1 – By 2014, all departments and programs will offer sufficient on-line and blended courses to meet targets established individually in consultation with the Dean's Office
- Goal 5.2 – By 2014, the College will offer three fully on-line interdisciplinary degree programs, in humanities, social science, and natural science/mathematics
- Goal 5.3 – By 2014, the College will offer on-line versions of at least six courses in each area of the General Education Curriculum and three courses in each area will be available each semester
- Goal 5.4 – By 2014, the College will offer one or more on-line Master's or certificate programs

**Strategic Area 6:** *Increase opportunities for international study, research, and creative activity by students and faculty*

- Goal 6.1 – In cooperation with IPC, the College will increase international opportunities for faculty
- Goal 6.2 – In cooperation with IPC, the College will increase international opportunities for students, with an emphasis on graduate students
- Goal 6.3 – The College will establish goals for private fund-raising that support international initiatives and incorporate those into the next Capital Campaign

**Strategic Area 7:** *Provide increased support and visibility for interdisciplinary research, creative activity, and teaching*

- Goal 7.1 – The College will strengthen and expand opportunities that facilitate interdisciplinary discourse among faculty
- Goal 7.2 – By 2012, the College will conduct reviews of all interdepartmental programs to ensure their ability to support interdisciplinary research and teaching
- Goal 7.3 – Identify areas in which inter/multi-disciplinary teams of faculty are competitive for significant external funding and establish specific goals for obtaining awards
- Goal 7.4 – By 2013, the College will establish a multidisciplinary Ph.D. in Science and Mathematics Education Research

**Strategic Area 8:** *Expand the range of opportunities for College faculty and students to become engaged with the local and regional community through their research, teaching, and service*

- Goal 8.1 – Through its various policies and programs, the College will support faculty who choose to pursue community engaged research, as defined in the UNCG Promotion & Tenure Guidelines
- Goal 8.2 – The College will develop programs in collaboration with teachers in the schools so as to enhance students' opportunities to learn fundamental academic skills during the precollege years