2021-2031 ACADEMIC AFFAIRS STRATEGIC PLAN

The Division of Academic Affairs seeks to prepare all students to be engaged, civic-minded individuals able to participate in discussion across differences and with the knowledge and tools needed to succeed in their chosen fields. This ambition rests on the strength and integrity of our faculty whose teaching, research, and community engagement are the basis for fulfilling our mission and our staff whose many roles undergird the Division's success.

Theme A: TRANSFORM STUDENTS' LIVES THROUGH EDUCATIONAL OPPORTUNITY AND EXCELLENCE

Goal A1. Provide students a unique, comprehensive, intellectually rigorous education — referred to as the "Charlotte Model" — to be delivered through enhanced pedagogy and transformative co-curricular experiences and integrated with robust student success measures.

The "Charlotte Model" is the term used in this strategic plan for the operationalization and communication of the University's transformative, comprehensive and integrated educational experience. The "Charlotte Model" will include elements described in goals within the focus area "Transform students' lives through educational opportunity and excellence." The model also will incorporate themes from other goals in the strategic plan, including "Advance the research mission by recruiting, nurturing and retaining, world-class, diverse faculty, staff and students"; "Fulfill our role as North Carolina's urban research university to benefit our city, region and beyond by producing transformative solutions to societal issues and challenges"; "Improve educational and socioeconomic outcomes for the Charlotte region by mobilizing University resources and community collaborations"; and "Elevate and broaden student, alumni, faculty and staff engagement, investment and lifelong pride in the University."

Objective A1.1. Strengthen the academic experience through core competencies, high-impact learning practices and mentoring.

Action Item 1. Complete the design and implementation of the 2023 General Education program.
Action Item 2. Integrate the competencies of General Education into all majors.
Action Item 3. Improve onboarding of new students through expansion of bridge programs and peer mentoring.
Action Item 4. Use data (survey, academic, career, behavioral) to drive proactive interventions that successfully keep students engaged and on track.

Objective A1.2. Expand the use of teaching practices that increase the success of all students regardless of their entry pathway into the University.

Action Item 1. Grow the number of courses that employ active and creative problem-solving pedagogies, including those that integrate active learning with either adaptive platforms and/or peer-to-peer learning support.

Action Item 2. Employ evidence-based practices to reduce section to section variability in multi-section courses.

Action Item 3. Support the development and implementation of the Quality Enhancement Plan through faculty workshops, Teaching Assistants training, and support of adaptive learning platforms.

Action Item 4. Increase faculty participation in the Career Competency Institute.

Action Item 5. Expand degree completion options for nontraditional students.

Objective A1.3. Expand transformative co-curricular learning experiences that support personal development.

Action Item 1. Expand the range and capacity of on-campus programs that provide experiential education opportunities that intentionally foster competency development.

Action Item 2. Develop partnerships to expand off-campus opportunities for experiential education.

Objective A1.4. Define and communicate the elements and impact of the "Charlotte Model" as a unique, comprehensive, intellectually rigorous educational experience for all students.

Action Item 1. Develop comprehensive communication plans for students, faculty, staff, and parents for the Charlotte Model that reflects Charlotte's leading role in student success through its holistic, three-phase student success strategy that guides students from onboarding through graduation.

Goal A2. Ensure accessibility, affordability and student success using the Charlotte Model.

Objective A2.1. Increase retention and on-time graduation for all students.

Action Item 1. Colleges develop and execute plans to meet retention and graduation goals.

Action Item 2. In collaboration with Enrollment Management, colleges develop and execute enrollment plan.

Action Item 3. Fully implement the Student Experience Project to increase successful course completion.

Action Item 4. Develop data dashboards that identify challenges in courses/curricula and use findings to inform change for all students.

Action Item 5. Reduce and monitor curricular complexity to ensure the

timely offering of all courses needed for degree
completion.
Action Item 6. Leverage financial aid to ensure access to experiential
opportunities that help build social capital.
Action Item 7. Expand the use of Open Educational Resources to reduce cost
of textbooks and materials.
Action Item 8. Define on-time graduation standards for transfer students and
expand 49erNext.

Goal A3. Prepare students to thrive in a changing world.

Objective A3.1. Provide students with a competitive advantage to launch and build
careers.

Action Item 1. Expand the career competency integration effort,
supporting departments' efforts to fully integrate career
competencies into the curriculum of the major.
Action Item 2. Expand the range and capacity of on-campus employment
programs to foster competency development.
Action Item 3. Integrate internships, co-ops, service learning, and similar
experiential learning vehicles into majors.
Action Item 4. Promote both credit and non-credit certificates as vehicles for
expanding opportunities for lifelong learning.

Objective A3.2. Broaden opportunities for students to gain international exposure and
experiences.

Action Item 1. Create teaching and learning resources to support the global
themes of the 2023 General Education program
and ensure access to international experiences for all students.
Action Item 2. Engage and support faculty to increase the number of
offerings in Globally Networked Learning.
Action Item 3. Expand international service learning and internship
opportunities as part of our study abroad programming.
Action Item 4. Promote competitive scholarship advising for
Gilman, Fulbright and other internal and external funding
opportunities for international study and research.
Action Item 5. Enhance student participation in on-campus global learning and
internationalization programs and events.

Goal A4. Strengthen curricula to educate students to become resilient and self-confident
lifelong learners who are equipped to become leaders, engage meaningfully in
careers and contribute to their communities.

Objective A4.1. Develop students' resilience, self-confidence, leadership and desire for
lifelong learning.

Action Item 1. Promote activities that support a growth mindset in bridge programs, SOAR, and gateway courses.

Objective A4.2. Connect the educational experience with the University's urban mission to increase student involvement in experiential learning and community engagement.

Action Item 1. Expand service-learning opportunities, research experiences, and professional internship opportunities to foster student engagement with the community.

Action Item 2. Provide opportunities to connect students with alumni and local leaders engaged in the community.

Action Item 3. Expand the Honors College footprint at the Dubois Center.

Goal A5. Provide graduate students and postdoctoral trainees with high-quality mentoring, teaching, research training, and professional development.

Objective A5.1. Expand research-based teaching and mentoring practices across graduate programs.

Action Item 1. Develop and implement training resources and workshops for graduate program directors and related staff in marketing and recruitment, managing student support, and monitoring student progress and performance.

Action Item 2. Establish standards for the recruitment, support, supervision, and evaluation of postdoctoral trainees.

Action Item 3. Expand the number of faculty who complete mentorship training as part of the appointment process for graduate faculty status.

Objective A5.2. Support the success and wellbeing of graduate students and postdoctoral trainees through appropriate resources, policies and practices.

Action Item 1. Conduct a policy audit of graduate programs to reduce barriers to timely graduation.
Action Item 2. Implement regular review of graduate and postdoctoral trainee support mechanisms to ensure competitive compensation for all students.
Action Item 3: Provide a robust set of professional development opportunities for graduate students and postdoctoral fellows to prepare students and fellows for both academic and non-academic employment opportunities.

Action Item 4: Establish a joint periodic review function for graduate programs between the Graduate School and colleges to assess enrollment goals, graduation rates, and placement.

Theme B: POWER THE FUTURE THROUGH INQUIRY, RESEARCH AND CREATIVE DISCOVERY

Goal B1. Achieve national prominence as a top-tier research university.

Objective B1.1. Establish a campus-wide culture of grant-seeking and other scholarship that supports faculty participation in the research enterprise, diversifies the size and complexity of the University's award portfolio, and values the contributions of all fields and disciplines.

Action Item 1. Set expectations in all departments for grant, contract, and fellowship seeking for all tenure earning or tenured faculty.

Action Item 2. Set expectations in all doctoral programs for research training grant and graduate fellowship applications.

Action Item 3. Seek external support to expand research experiences for undergraduates.

Action Item 4. Develop college-specific plans to increase program rankings.

Objective B1.2. Update policies and streamline procedures and institutional administration infrastructure to support the pursuit of sponsored research.

Action Item 1. Provide monthly reports on grant proposals, awards, and expenditures to deans, associate deans and department chairs.

Objective B1.3. Enhance University infrastructure (including shared equipment and facilities) for research, scholarship and creative discovery.

Action Item 1. Develop a funding stream from Facilities & Administrative funds to account for equipment depreciation and service contracts for multi-user equipment, including the high performance computing cluster.

Goal B2. Advance the research mission by recruiting, nurturing and retaining world-class, diverse faculty, staff and students.

Objective B2.1. Increase and retain research-engaged faculty (tenure and non tenure), postdoctoral trainees and expertly trained staff to support research, scholarship and creative expression.

Action Item 1. Identify and promote opportunities for external awards and honors for faculty.
Action Item 2. Establish performance standards for key elements of post-award support.
Action Item 3. Establish and support core facilities that can advance rapid progress for new investigators.
Action Item 4. Evaluate requests for new or returned positions for relevance to defined focus areas.
Action Item 5. Budget for spousal/partner hires.

Objective B2.2. Prepare undergraduate and graduate students for careers involving research, scholarship, creative discovery and entrepreneurship.

Action Item 1. Through the Honors College, increase the recruitment of academically motivated students interested in the research mission.
Action item 2. Promote scholarship advising for competitive research fellowships such as the Goldwater or NSF Graduate Research Fellowships.

Goal B3. Expand post-baccalaureate education, doctoral studies and postdoctoral training and achieve the highest recognition for exemplary programs.

Objective B3.1. Grow and expand key graduate programs that contribute to top-tier research university metrics.

Action Item 1. Set enrollment and graduation targets for graduate programs.
Action Item 2. Establish a doctoral program in the humanities.
Action Item 3. Evaluate the level and need for tuition increments to support graduate programs and graduate student funding.

Objective B3.2. Improve recruitment strategies and financial support for graduate students.

Action Item 1. Develop and implement a robust program for both domestic and international graduate student recruitment.
Action Item 2. Establish compensation plans for graduate students in all programs that incentivize extramural support.
Action Item 3. Expand opportunities for early entry, joint, and coordinated programs.
Action Item 4. Implement the International Graduate Student

Diversification project

Goal B4. Enhance the academic reputation of all colleges and foster signature areas of research, scholarship and creative discovery.

> **Objective B4.1.** Develop world-class signature research areas and academic programs that advance the University's mission to address urban challenges.
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> > **Action Item 1.** Formalize structures for cluster hires across departments and colleges to support signature areas of research.
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> **Objective B4.2.** Celebrate faculty, staff and student successes (e.g., grants, fellowships, honorific awards, commissions, publications) of all sizes and from all disciplines.
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> > **Action Item 1.** Regularly publicize extramural awards through all University outlets.
> > **Action Item 2.** Identify opportunities and assist faculty in applications for highly prestigious awards.
> > **Action Item 3.** Identify and provide advising support to undergraduate and graduate students who are competitive for extramural fellowships and scholarships and widely communicate their success.

Goal B5. Bolster interdisciplinary, intra-institutional and inter-institutional and global collaborations to address complex challenges.

> **Objective B5.1.** Foster and grow collaborations across disciplines within UNC Charlotte.
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> > **Action Item 1.** Host campus showcases and other events to highlight faculty research interests.
> > **Action Item 2.** Host workshops and other events around challenges relevant to University focus areas to build interdisciplinary teams for large project applications.
> > **Action Item 3.** Develop support teams to facilitate applications for large interdisciplinary awards.
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> **Objective B5.2.** Grow national and global collaborations to expand UNC Charlotte's ability to address complex global challenges.
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> > **Action Item 1.** Facilitate regular seminar series with external speakers in all focus areas.
> > **Action Item 2.** Facilitate hosting of national and international conferences on topics related to focus areas by coordinating use of space and seeking corporate sponsorships.

Action Item 3. Enhance international network collaboration through existing and new exchange partners to support faculty and student research.

Theme C: DRIVE PROGRESS FOR NORTH CAROLINA AND BEYOND

Goal C1. Fulfill UNC Charlotte's role as North Carolina's urban research university to benefit the city, region and beyond by co-producing transformative solutions to societal issues and challenges.

Objective C1.1. Implement a framework for what it means to be "North Carolina's urban research university."

Action Item 1. Identify areas of distinction in each college with relevance to the urban mission.
Action Item 2. Develop a plan for an accredited School of Public Health focusing on the needs of urban communities.
Action Item 3. Gain approval for the proposal for an MFA in Community-Centered Practices.
Action Item 4. Complete the transformation of the Institute for Social Capital into the Charlotte Regional Data Trust, establishing it as the premier regional source for socially relevant data and a resource for community-engaged research.
Action Item 5. Develop an Innovation Incubator to integrate University and community assets to foster systemic change.

Goal C2. Support the improvement of educational and socioeconomic outcomes for the Charlotte region by mobilizing University resources and community collaborations.

Objective C2.1. Strengthen the University's connections to and support for K-12 schools to serve our region and build our pipeline

Action Item 1. Develop a collaborative and innovative K-12 outreach between Enrollment Management and the colleges to promote pre-college engagement and the recruitment of prospective students.
Action Item 2. Foster relationships that target underserved populations in the Charlotte Engineering Early College, the Charlotte Teachers Early College, and Title I high schools.
Action Item 3. Continue the growth and expansion of Niner University Elementary School.
Action Item 4. Fill the Spangler Distinguished Professor of Early Child Literacy position and position the university as a leader in the region and state in early child literacy.

Action Item 5. Review the Center for STEM Education and structure it to improve the pipeline of K-12 students from underserved populations into STEM majors.

Objective C2.2. Foster community collaborations to address socioeconomic outcomes for the region and its populations.

Action Item 1. Identify and implement best practices for enrolling, retaining, and graduating adult students.
Action Item 2. Implement an online degree completion program in business.
Action Item 3. Increase the number of adult students enrolled in degree-seeking, degree-completion, and certificate or other credentialing programs.
Action Item 4. Enhance readmission strategies to re-recruit former students and maintain the connection with stop-outs who left in good standing.
Action Item 5. Expand 49erNext to include additional regional community college partners and develop formal transfer admission agreements to ensure that students from all North Carolina community colleges have a pathway to UNC Charlotte.

Goal C3. Elevate the University's role as a talent and workforce cultivator to support community needs.

Objective C3.1. Support evolving regional and state educational, cultural, employment, and volunteering needs.

Action Item 1. Position the School of Professional Studies as Charlotte's premier source for continuing professional education.
Action Item 2. Expand the capacity of the University Career Center for outreach and placement.
Action Item 3. Maintain position as North Carolina's largest transfer institution by implementing comprehensive transfer recruitment and admission plans to increase enrollment of qualified transfer students (2-year/4-Year, 49erNext, veterans, and non-traditional) and optimize transfer credit articulation practices.
Action Item 4. Establish urbanCORE's Collaborative Impact Corps structure as a network of student-based engagement entities across campus.
Action Item 5. Expand the urbanCORE Community Engagement Pathway and e-portfolio system to support undergraduate community engagement and civic learning.

Goal C4. Serve as an intellectual center for students, employees, alumni, and the region.

Objective C4.1. Increase the visibility of the University as an intellectual center in the region and state.

Action Item 1. Integrate attendance at cultural events, special lectures, and performances as part of the Charlotte Model.
Action Item 2. Identify and reduce barriers to hosting academic events and conferences on campus.
Action Item 3. Establish signature events that highlight areas of campus expertise.

Goal C5. Serve North Carolinians more completely by valuing the region's unique characteristics, histories and peoples to foster educational success among traditionally underserved groups within our state.

Objective C5.1. Utilize the University's assets in a culturally responsive manner to preserve and honor the region's unique history and characteristics.

Action Item 1. Increase the number of regionally relevant special collections in Atkins Library to preserve, interpret, and/or share Charlotte-area history with the general public.

Theme D: LIVE OUR GUIDING COMMITMENTS BY LEADING IN ENGAGEMENT AND COMMUNITY

Goal D1. Foster a thriving culture based on integrity and respect that ensures that individuals are invited, included and treated fairly.

Objective D1.1. Ensure that Niner culture supports integrity and respect for all members of the campus community.

Action Item 1. Model and reinforce institutional culture through new student orientation, convocation events, meetings, and teaching practices.
Action Item 2. Provide pedagogical support for faculty to design courses that promote academic integrity.
Action Item 3. Assess student outcomes for self and community awareness.
Action Item 4. Support faculty teaching practices that encourage respectful discussion and freedom of inquiry.

Goal D2. Enhance policies, practices and resources to make the University a highly desirable place to live, learn and work.

Objective D2.1. Increase the value of UNC Charlotte as a great place to work and learn.

Action Item 1. Continue the regular COACHE surveys of all faculty to assess satisfaction and identify areas of concern.

Action Item 2. Encourage the use of education benefits by staff.
Action Item 3. Demonstrate transparency in financial stewardship.

Objective D2.2. Infuse our Guiding Commitments into all University policies and procedures.

Action Item 1. Ensure that all faculty and administrators participating in hiring or reappointment, promotion, and tenure committees participate in regular training on hiring best practices.

Goal D3. Elevate and broaden student, alumni, faculty and staff engagement, investment and lifelong pride in the University.

Objective D3.1. Enhance an environment that generates student and alumni pride and lifelong connection to the University.

Action Item 1. Develop alumni engagement plans in all colleges, departments, and graduate programs.
Action Item 2. Encourage alumni participation in opportunities for continuing professional development.

Objective D3.2. Expand outreach and build institutional branding and visibility through a unifying, comprehensive communications plan.

Action Item 1. Ensure that the Charlotte Model is clearly communicated in all outreach efforts to prospective students and parents as well as enrolled students through college and divisional publications and events.

Goal D4. Expand the use of community programs and activities, including athletics, performing arts, design, gardens and campus, to enhance the University's reputation, grow enrollment and bolster engagement.

Objective D4.2. Enhance reputation, bolster engagement, and contribute to enrollment through the promotion of the University's arts, design, performing arts, library, gardens, and beautiful campus.

Action Item 1. Develop collaborative policies to ensure the best use of university spaces for campus and community engagement.

Goal D5. Optimize sustainability solutions.

Objective D5.1. Foster a culture of sustainability.

Action Item 1. Establish an interdisciplinary major, minor, and/or certificate in sustainability.
Action Item 2. Explore opportunities for concentrations in sustainability in

graduate programs.

Action Item 3. Identify operational changes aligned with sustainable best practices.