

## Academic Affairs Plan 2003 – 2008 Strategic Directions with Goal Clusters and Goals

Strategic Direction #1

### **Teaching and Learning:**

*Promote excellence in teaching and learning as the highest university priority.*

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#### **1.1 Maintain and enhance excellent undergraduate and graduate academic programs to ensure that students acquire intellectual and academic skills. (priority AY 2003-2004)**

- 1.1.1 Ensure that department reviews explicitly address student acquisition of intellectual and academic skills and curricular issues. (Academic Departments, Office of Institutional Research)
- 1.1.2 Explore the feasibility of including selected common items on final examinations in required courses. (Academic Departments)
- 1.1.3 Provide special assistance such as tutoring and graduate assistants to instructors of high-risk courses. (Academic Units, Enrollment Services)
- 1.1.4 Develop a one-year schedule of courses that can be updated each semester. (Academic Departments, Registrars Office)
- 1.1.5 Maintain and/or seek professional accreditation for academic programs where possible. (Academic Departments)
- 1.1.6 Maintain and further develop high quality information access programs and services in support of academic programs. (Academic Departments, Jackson Library, and University Teaching and Learning Center)
- 1.1.7 Foster inter-departmental and inter-institutional collaborations to enhance academic programs. (Academic Departments, Deans, Provost, and Associate Provosts, Jackson Library)
- 1.1.8 Seek advice relative to academic program curriculums on regular basis from Professional/Program Advisory Committees, alumni, employers where appropriate and document how this information is used. (Academic Departments, Deans)
- 1.1.9 Develop the Communication Across the Curriculum Program as a signature program for the University. (Academic Departments, Deans, Associate Provost for Undergraduate Education, Speaking Center, and Writing Center, Jackson Library)
- 1.1.10 Increase and target honoraria funds to enhance academic programs. (Academic Departments, Deans, and Provost)
- 1.1.11 Ensure that all departments follow SACS policies regarding the credentials of faculty and teaching assistants assigned to teach courses (e.g., SACS Data Base). (Academic Departments, Deans, and Provost's Office)

- 1.1.12 Conduct the studies of courses available to entering freshmen called for in the Retention Task Force Report and make improvements as possible to enhance student success. (Academic Units, Associate Provost for Undergraduate Education, Student Academic Services, Undergraduate Curriculum Committee, and Undergraduate Studies Council)
- 1.1.13 Implement a 2005-06 review of the General Education Program and make the necessary improvements to enhance student learning. (Academic Units, Associate Provost for Undergraduate Education, and Undergraduate Curriculum Committee)

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**1.2 Offer outstanding opportunities for students and faculty to participate actively in learning through the development and evaluation of innovative programs. (priority AY 2006-2007)**

- 1.2.1 Explore ways to strengthen/expand special academic programs that can demonstrate effectiveness relative to student learning outcomes and retention. (Academic Units, Associate Provost for Undergraduate Education, Graduate School, and Directors of Special Academic Programs)
- 1.2.2 Explore the feasibility of establishing a system of honors colleges, for example, Residential Honors College, Strong Honors College, and International Honors College. (Associate Provost for Undergraduate Education, Directors of Living/Learning Environments, Special Task Force, Deans Council, and Associate Provost for International Programs)
- 1.2.3 Revise the North Carolina Teaching Fellows Program at UNCG to become a “community-based” program with a focus on service learning activities. (Director of the UNCG Teaching Fellows Program, Academic Departments, Office of Leadership and Service-Learning)
- 1.2.4 Strengthen/Enhance the arts at UNCG and in Greensboro through the establishment of a Freedoms Festival. (Dean of School of Music, Director of ArtsLink, Academic Arts Departments/Schools, and Community Partners)
- 1.2.5 Study ways to facilitate interdisciplinary instruction to make it easier for departments to offer linked courses, team-taught courses, and other innovative efforts. (Associate Provost for Undergraduate Education, Graduate Dean, and Academic Departments)
- 1.2.6 Explore the feasibility of developing interdisciplinary problem-based capstone courses for selected majors. (Associate Provost for Undergraduate Education, Academic Departments)
- 1.2.7 Increase student and faculty civic engagement through the implementation of the American Democracy Project. (Provost, Academic Units, and Special Task Force)
- 1.2.8 Expand existing programs and create new models for study abroad. (Associate Provost for International Programs, Academic Units, and Deans)
- 1.2.9 Develop innovative approaches for the teaching of foreign languages for special purposes. (Associate Provost for International Programs, Foreign Language Departments, and Academic Units)
- 1.2.10 Expand undergraduate assistantship program. (Associate Provost for Research, Academic Units, and Academic Departments)

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**1.3 Support and reward faculty in their efforts to use best teaching practices to facilitate student learning and engagement. (priority AY 2006-2007)**

- 1.3.1 Establish a university-wide Master Teacher Program to identify, recognize and reward outstanding teachers, especially those who are willing to serve as mentors to faculty interested in improving their teaching. (Provost, Academic Deans, and University Teaching and Learning Center)
- 1.3.2 Establish ways to reward all methods of teaching (lecture, mentoring, research supervision, clinical supervision, service-learning, advising, e-learning, etc...) in the merit and the promotion and tenure processes. (Academic Departments, Deans, and Provost)
- 1.3.3 Offer workshops for faculty that focus on strategies to document/evaluate teaching performance and to develop a teaching portfolio. (University Teaching and Learning Center)
- 1.3.4 Develop and offer workshops to faculty and graduate teaching assistants on best teaching practices (face-to-face, online, and television/video-conferencing) that are grounded in research. (University Teaching and Learning Center, Jackson Library, Division of Continual Learning, and Information Technology and Planning)
- 1.3.5 Seek external funds to develop, field-test, and validate best teaching practices in specific disciplines. (Academic Departments)
- 1.3.6 Develop a faculty grant program, supported by internal and external funding, to research best teaching practices relative to student learning/outcomes. (Associate Provost for Research, Academic Deans, and Academic Departments)
- 1.3.7 Provide opportunities for faculty to integrate international perspectives into courses wherever appropriate. (Associate Provost for International Programs, Academic Departments, and University Teaching and Learning Center)

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**1.4 Expand use of technology to improve teaching and learning for students on campus and at a distance. (priority AY 2004-2005)**

- 1.4.1 Explore the establishment of a wireless computing environment, including a requirement that all students purchase a laptop computer or a PDA (Personal Digital Assistant). (Provost, Academic Deans, Academic Departments, Faculty Senate, and Information Technology and Planning)
- 1.4.2 Equip all classrooms with technology teaching podiums/stations. (University Teaching and Learning Center, Academic Units)
- 1.4.3 Encourage and support training opportunities for faculty to increase their technological skills. (Academic Units/Instructional Technology Consultants, Division of Continual Learning, University Teaching and Learning Center, and Jackson Library)
- 1.4.4 Increase the use of instructional technology methods in on-campus courses. (Academic Departments/Instructional Technology Consultants, Interdisciplinary Center for eLearning)
- 1.4.5 Increase the number of blended and fully online/e-learning courses, certificate programs and degree programs using cutting edge software. (Academic Departments, Division of Continual Learning, and Interdisciplinary Center for eLearning)
- 1.4.6 Establish instructional technology priorities and build the necessary infrastructure to help faculty develop online courses and programs. (Academic Units, University Teaching and Learning Center, and Division of Continual Learning)
- 1.4.7 Use technology and principles of knowledge management to enhance and support learning. (Jackson Library)

- 1.4.8 Enhance UNCG's Virtual Advising Center and promote its use by distance learning students. (Enrollment Services, Division of Continual Learning)
- 1.4.9 Promote/Advertise blended and fully online courses and programs through UNCG's eCollege. (Academic Units, Division of Continual Learning)

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**1.5 Expand and enhance opportunities for experiential learning, including internships, research assistantships, and service learning. (priority AY 2003-2004)**

- 1.5.1 Ensure that every undergraduate student has the opportunity to pursue an academic internship, practicum, service learning experience, or research experience. (Academic Departments, Associate Provost for Undergraduate Education, Career Services Center, Office of Leadership and Service Learning)
- 1.5.2 Establish partnerships/relationships with advisory boards, regional businesses, not-for-profit agencies, government agencies, economic development organizations, community foundations, public schools, and UNCG offices/programs (e.g. Office of Technology Transfer) to identify/coordinate experiential learning experiences for undergraduate and graduate students. (Academic Departments, Deans, Associate Provost for Undergraduate Education, Division of Student Affairs, Associate Provost for Research, Career Services Center)
- 1.5.3 Increase opportunities for students to intern and participate in service learning projects overseas or in different cultural settings locally. (Academic Departments, Associate Provost for International Programs, Career Services, Office of Leadership and Service Learning, and Associate Provost for Undergraduate Education)
- 1.5.4 Develop a handbook that can be used by academic departments to assist them in developing experiential learning experiences for students. (Associate Provost for Undergraduate Education, Dean of the Graduate School, and Vice Chancellor for Student Affairs)
- 1.5.5 Support and enhance the Office of Leadership and Service Learning. (Provost, Vice Chancellor for Student Affairs)
- 1.5.6 Expand experiential learning opportunities (e.g., undergraduate research experiences) for students engaged in basic and applied research. (Academic Departments, Associate Provost for Research, and Associate Provost for Undergraduate Education)

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**1.6 Expand opportunities for international research, study, and education for students, faculty, and staff. (priority AY 2004-2005)**

- 1.6.1 Broaden the teaching of international subject matter. (Academic Departments, Associate Provost for International Programs)
- 1.6.2 Reestablish a Latin American Studies program. (Academic Departments, Graduate School, and Associate Provost for International Programs)
- 1.6.3 Strengthen the International Studies degree program. (Academic Departments, Associate Provost for International Programs)
- 1.6.4 Increase the number of UNCG faculty members receiving Fulbright and other such awards. (Academic Departments, Deans, and Associate Provost for International Programs)
- 1.6.5 Increase the number of international visiting scholars teaching courses on campus. (Academic Departments, Associate Provost for International Programs)

- 1.6.6 Increase the number of undergraduate, graduate, and non-traditional students participating in study abroad. (Academic Departments, Associate Provost for International Programs)
- 1.6.7 Initiate exchange programs with new regions. (Associate Provost for International Programs, Academic Units)
- 1.6.8 Create new, cost-effective study abroad options. (Associate Provost for International Programs, Academic Departments)
- 1.6.9 Establish a virtual language training program for the UNC Exchange Program. (Associate Provost for International Programs, Foreign Language Departments)
- 1.6.10 Make better use of international students as an educational resource. (Academic Departments, Academic Units, and Associate Provost for International Programs)
- 1.6.11 Increase opportunities for faculty to participate in international faculty exchange programs. (Deans, Academic Departments, and Associate Provost for International Programs)
- 1.6.12 Develop new short-term study abroad courses for the summer semester and Winter Session. (Academic Departments, Division of Continual Learning, and Associate Provost for International Programs)
- 1.6.13 Seek external funding to support international students and programs. (Associate Provost for International Programs, Academic Departments)

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**1.7 Improve assessment of student learning to guide improvement in instructional practices, curriculum, and co-curricular experiences. (priority AY 2003-2004)**

- 1.7.1 Provide institutional coordination and support for academic assessment. (Provost's Office)
- 1.7.2 Develop an institutional assessment mission statement and a university policy to guide educational assessment efforts in the academic departments. (Provost's Office, Faculty Senate, and Academic Units)
- 1.7.3 Provide on-going assistance to the General Education Committees and all academic departments in the development, implementation, and improvement of academic assessment, including administrative assistance for the development and analysis of databases. (Associate Provost for Undergraduate Education, Graduate Dean, and Office of Institutional Research and Assessment)
- 1.7.4 Develop/implement procedures for assessing and using data relative to the learning proficiencies and habits of mind behaviors of the University's General Education Curriculum. (Provost, Associate Provost for Undergraduate Education, Deans, Academic Departments, and Office of Institutional Research and Assessment)
- 1.7.5 Ensure that each academic department has and uses an effective assessment plan to evaluate and revise its academic programs, according to the University assessment mission. (Academic Departments, Deans, Associate Provost for Undergraduate Education, Graduate Dean, and Office of Institutional Research and Assessment)
- 1.7.6 Ensure for selected majors/programs that assessment of student learning goals/student outcomes is aligned with state and national accreditation standards. (Academic Departments, Professional Programs, Teachers Academy, and Deans)

- 1.7.7 Design, maintain, and publicize an assessment web site with resources for departments. (Associate Provost for Undergraduate Education, Graduate Dean, and Office of Institutional Research and Assessment)
- 1.7.8 Develop online assessment tools for distance learners and use results to refine and improve distance learning. (University Teaching and Learning Center, Division of Continual Learning, and Academic Departments)
- 1.7.9 Conduct research and implement procedures to measure student learning goals/student outcomes in online courses. (Division of Continual Learning, Academic Departments/Programs)
- 1.7.10 Develop/implement tools and procedures to assess the quality of services, programs, and collections of the Jackson Library. (Jackson Library, Academic Units)

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**1.8 Improve support services for teaching and learning. (priority AY 2006-2007)**

- 1.8.1 Increase participation in the Master Advising Program. (Academic Departments, Deans, Associate Provost for Undergraduate Education, and Enrollment Services)
- 1.8.2 Increase support for academic unit advising centers. (Deans)
- 1.8.3 Establish procedures for assessing the effectiveness of academic advising such that data/results can be presented by faculty for merit and promotion and tenure consideration. (Academic Departments, Deans, Associate Provost for Undergraduate Education, Graduate Dean, and Office of Institutional Research and Assessment)
- 1.8.4 Increase/enhance the use of technology (e.g. Banner System) to support/manage instruction. (Academic Affairs, Academic Units, and Division of Continual Learning)
- 1.8.5 Implement/evaluate programs such as Supplemental Instruction in selected large- enrollment courses with high W/D/F rates. (Academic Departments, Deans, Associate Provost for Enrollment Services, Associate Provost for Undergraduate Education, and Office of Institutional Research and Assessment)
- 1.8.6 Increase stipends/support for teaching/research/graduate assistants. (Provost, Deans, and Graduate Dean)
- 1.8.7 Develop software and databases to track students' navigation through materials in online courses to provide faculty with information on students' progress. (Division of Continual Learning)
- 1.8.8 Provide extended hours on technology help desks for distance learners. (Division of Continual Learning, Information Technology and Planning)
- 1.8.9 Create online training tools for students so that every one taking online classes begins with an excellent knowledge of how to use the course management software. (Division of Continual learning)
- 1.8.10 Develop an online orientation for instructors of Web-based courses. (Division of Continual Learning)
- 1.8.11 Provide faculty with teams of Web workers – instructional designers, graphic designers, computer programmers, editors – to help convert face-to-face classes to online classes. (Division of Continual Learning)

- 1.8.12 Integrate information literacy more thoroughly into the undergraduate curriculum in accordance with the General Education Curriculum. (Jackson Library, Academic Departments)
- 1.8.13 Improve communication/clarify responsibilities between and among support units (e.g. Division of Continual Learning) and the College and Schools. (Academic Units, Support Units)

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**1.9 Recruit and retain a diverse and accomplished faculty and staff committed to the advancement of student learning. (priority AY 2003-2004)**

- 1.9.1 Ensure that all faculty and staff searches draw a diverse pool of candidates. (Academic Departments, Deans, and Provost)
- 1.9.2 Ensure that faculty and staff position announcements include diversity language from the University Mission Statement or the UNCG Plan that emphasizes the ability to work in and contribute to diverse settings as considerations for employment. (Academic Departments, Deans/Directors, and Provost's Office)
- 1.9.3 Develop a mentoring program for all new tenure-track faculty and new academic administrators. (Provosts Office, Academic Units, Deans, and Academic Departments)
- 1.9.4 Include as part of a tenured or tenure-track candidate's campus interview, when appropriate, the teaching of a class. (Academic Departments, Deans)
- 1.9.5 Seek to increase funding from the North Carolina General Assembly and/or Campus-Based Tuition Increases for faculty and staff salaries and benefits. (University Administration)
- 1.9.6 Contact peer universities to exchange information on ethnic minority doctoral recipients. (Provosts Office, Deans/Directors)
- 1.9.7 Review differentiated faculty roles/responsibilities and profiles relative to merit and promotion and tenure considerations and modify as appropriate. (Academic Units, Faculty Senate)
- 1.9.8 Consider international experiences as a factor in the hiring and promotional processes of faculty and staff as appropriate. (Academic Departments/Divisions, Deans/Directors, and Provost)
- 1.9.9 Improve/enhance the instruments/processes used to evaluate teaching. (Faculty Senate, Academic Units)
- 1.9.10 Provide orientation and mentoring for part-time faculty. (Academic Departments)

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**1.10 Seek a reasonable balance among courses taught by tenured/tenure-track faculty, non-tenure-track faculty, and graduate teaching assistants. (priority AY 2007-2008)**

- 1.10.1 Increase the percentage of tenured and tenure-track faculty on campus using new positions established from enrollment change funding. (Provost's Office, Academic Departments, and Deans)
- 1.10.2 Reduce the number of course sections taught by part-time faculty. (Academic Departments, Deans)
- 1.10.3 Increase of the number of tenured and tenure-track faculty teaching freshman and sophomore level courses. (Academic Departments, Deans)

- 1.10.4 Ensure that every academic department has established workload guidelines that reflect both the mission of the department and differentiated faculty roles and responsibilities. (Academic Departments, Deans)
- 1.10.5 Establish minimum university-wide salaries for full-time lecturers/professional faculty based on academic credentials, experience, achievements. (Deans Council)
- 1.10.6 Require that graduate students receive formal training in using teaching techniques/strategies and assist in teaching a course before being assigned full responsibility for a course. (Academic Departments, Deans, and Graduate School)

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**1.11 Establish new undergraduate and graduate degree programs that respond to emerging needs in education, government, business, industry, and broader society. (priority AY 2003-2004)**

- 1.11.1 Plan and, if appropriate, seek authorization to establish the following undergraduate degrees: B.S. in Entrepreneurship/Small Business, B.S. in Marketing, B.S. in Human Resources Management, B.S. in Accounting Information Systems, B.M. in Piano Pedagogy, B.M. in Recording Techniques, B.F.A. in Musical Theatre, B.S. in Geography...
- 1.11.2 Plan and, if appropriate, seek authorization to establish the following masters degrees: M.Ed. in Art Education, Interdisciplinary M.A. in Media Studies, M.A. in Jewish Studies, Interdisciplinary M.A. in Women's and Gender Studies, M.S. in International Business/International M.B.A., M.S./M.B.A. in Gerontology, M.S. in Accounting Information Systems, Global M.B.A., M.M. in Arts Administration, M.M. in Piano Pedagogy, MFA in Interior Architecture, M.A. in Anthropology, M.A. in Broadcasting & Cinema – Media Studies, M.S. in Chemistry & Biochemistry – Biochemistry...
- 1.11.3 Seek authorization to first plan and, if appropriate, establish the following doctoral degrees: Ph.D. in Biological Sciences, Ph.D. in Mathematical Sciences, Ph.D. in Management or Marketing, Ph.D. in Communication Science Disorders, Ph.D. in Dance, D.M.A. in Accompanying, D.M.A. in Composition, Ph.D. in Nursing, DPH in Public Health
- 1.11.4 Plan and, if appropriate, establish the following certificate programs: African American Studies, Business Language in German, French, Spanish, Information Systems, Financial Management, Music Appreciation Pedagogy, World Music Pedagogy, Music Performance, M.P.A./Geography
- 1.11.5 Plan and, if appropriate, establish the following degree concentrations: B.A. African American Studies/Theatre, B.F.A. and M.F.A. in Design/Digital Photography, B.S. Geography/Geographic Information Systems, M.P.A./Community and Economic Development, Sociology/Cultural Studies, Sociology/Global Social Problems, Theatre/Theatre Management, Chemistry & Biochemistry/Research...
- 1.11.7 Plan and, if appropriate, establish the following interdisciplinary program: program in design in ART, BCN, THE (level not yet determined)
- 1.11.6 Work with the Office of the President and peer institutions to facilitate inter-institutional collaboration in the design and delivery of distance education programs. (Division of Continual Learning, Academic Deans, and Academic Departments)



Strategic Direction #2

**Creation and Application of Knowledge:**

*Strengthen research, scholarship, and creative activity.*

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**2.1 Identify and develop research opportunities for undergraduate and graduate students to work with faculty. (priority AY 2005-2006)**

- 2.1.1 Increase involvement of undergraduate and graduate students in faculty research, publications, and presentations at professional meetings. (Academic Units, Academic Departments)
- 2.1.2 Increase external funding to support research, including support for both undergraduate and graduate students. (Academic Deans, Academic Department Heads / Chairs, and Office of Research)
- 2.1.3 Expand the undergraduate student research program. (Academic Departments, Academic Deans, and Office of the Associate Provost for Research)
- 2.1.4 Identify best practices for mentoring undergraduate and graduate student research projects. (Academic Departments)
- 2.1.5 Involve students with invention disclosures and new technology discovered at UNCG. (Academic Departments, Academic Deans, and Office of Technology Transfer)
- 2.1.6 Promote and strengthen library facilities needed by undergraduate and graduate students for research. (Library)
- 2.1.7 Promote efforts that recognize research activities of undergraduate and graduate students. (Office of Research, Graduate School, Academic Departments, and Academic Units)

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**2.2 Improve the international, national and regional standing of graduate programs. (priority AY 2007-2008)**

- 2.2.1 Develop strategies to increase the number and level of graduate student stipends. (Graduate School, Academic Units, Academic Departments, and Office of Research)
- 2.2.2 Enhance recruitment materials for graduate programs. (Academic departments, Academic Deans, and Graduate School)
- 2.2.3 Develop a comprehensive strategy to promote national recognition of graduate programs. (Academic Units, Academic Departments, Office of Research, and Graduate School)
- 2.2.4 Work with Information Services to expand marketing efforts to publicize the achievements of programs and faculty. (Academic Departments, Academic Units, Office of Research, and Graduate School)
- 2.2.5 Increase graduate student participation in state, national and international conferences. (Academic Units, Academic Departments, and Associate Provost for International Programs)
- 2.2.6 Increase the amount of intramural support for faculty to get international research experience. (Academic Departments, Associate Provost for International Programs)

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**2.3 Target and promote areas of interdisciplinary research emphasis. (priority AY 2003-2004)**

- 2.3.1 Increase opportunities for joint appointments among interested departments. (Office of the Provost, Academic Deans, and Academic Departments)
- 2.3.2 Encourage and facilitate meetings of faculty from different disciplines to discuss possible research projects. (Office of Research, appropriate Centers/Institutes, Academic Units, and Academic Departments)
- 2.3.3 Develop a database of faculty research interests. (Office of Research, Office of Associate Provost for Undergraduate Education, Academic Units, and Academic Departments)
- 2.3.4 Clarify the contribution of interdisciplinary research to P&T decisions. (Provost, Academic Units, and Academic Departments)
- 2.3.5 Engage in projects crossing disciplinary and institutional boundaries. (Academic Departments, Academic Units, Office of Research, and appropriate Centers/Institutes)
- 2.3.6 Promote activities that recognize interdisciplinary research. (Academic Units, Academic Departments, Office of Research, and Graduate School)
- 2.3.7 Increase external funding submissions for interdisciplinary research projects. (Academic Units, Academic Departments, Office of Research, and appropriate Centers/Institutes)
- 2.3.8 Promote inclusion of faculty research in the Areas of Research Emphasis. (Academic Units, Academic Departments, Office of Research, and appropriate Centers/Institutes)
- 2.3.9 Promote interdisciplinary research in international settings. (Associate Provosts for Research and International Programs)

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**2.4 Strengthen the role of Centers and Institutes in enhancing opportunities for excellence in research scholarship, and creative activity for faculty and students. (priority AY 2005-2006)**

- 2.4.1 Explore/establish appropriate centers that represent research strengths of UNCG faculty, including (but not limited to) the Music Research Institute, an economic development center, Center for Design, Center for the Health of Vulnerable Populations, and the Center for Forecasting and Predictive Data Mining. (Provost, Academic Units, Academic Departments, Office of Research, and appropriate Centers/Institutes)
- 2.4.2 Reinstate or modify current centers to more appropriately represent faculty research strengths. This will include (but is not limited to) the Center for Critical Inquiry, the Parliamentary Documents Center, and the Interdisciplinary Center for E-Learning. (Academic Units, Academic Departments, Office of Research, and appropriate Center/Institutes)
- 2.4.3 Encourage faculty collaborations with UNCG Centers and Institutes as appropriate for their research expertise (i.e., the Center for New North Carolinians, the Center of Study of Social Issues, the Institute for Health, Science and Society, and the Center Women's Health and Wellness). (Academic Units, Academic Departments, Office of Research, and appropriate Centers/Institutes)

- 2.4.4 Strengthen partnership with industry and other academic institutions through involvement with Centers and Institutes. (Office of Technology Transfer, Office of the Associate Provost for Research, Academic Deans, and Office of Development)
- 2.4.5 Provide an environment in which currently active centers can continue to flourish. (Academic Units, Academic Departments, and Office of Research)
- 2.4.6 Provide appropriate library support for the Centers and Institutes. (Jackson Library)

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**2.5 Provide a supportive environment for faculty and student research, scholarship, and creative activity by increasing external and internal support. (priority AY 2003-2004)**

- 2.5.1 Provide an environment in which faculty are able to enhance their research competitiveness by attending grant-writing workshops, have research leaves, and/ or re-tool or enhance their research program by learning new research skills. (Academic Units, Academic Departments, Office of Research, and appropriate Centers/Institutes)
- 2.5.2 Provide more support to faculty to identify potential sources of external support, develop grant proposals, and assist with pre-and post-award administration. (Office of Research Services, Office of Contracts and Grants, Office of Associate Provost for Research, Academic Units, and Academic Departments)
- 2.5.3 Provide a mentoring program for assistant professors to guide them in their pursuit of scholarship. (Provost, Academic Units, Academic Departments, and Office of Research)
- 2.5.4 Work with Deans and Department Heads/Chairs to implement faculty assignment policies that allow for time to engage in work supported by funding from grants and contracts. (Academic Units, Academic Departments)
- 2.5.5 Provide grant writing workshops for graduate assistants participating in research activities. (Graduate School, Office of Research, Academic Units and Academic Departments)
- 2.5.6 Work with Research Directors or their equivalent from each unit to increase the number of proposal submissions. (Office of Research, Academic Units, and Academic Departments)
- 2.5.7 Create more funded postdoctoral fellowships. (Graduate School, Office of Research, Academic Units, and Academic Departments)
- 2.5.8 Improve/increase research-related web materials. (Graduate School, Office of Research, Jackson Library, Academic Units, and Academic Departments)
- 2.5.9 Assist faculty with making contacts at federal agencies. (Office of Research, Office of Technology Transfer, Academic Units, and Academic Departments)
- 2.5.10 Work with industry and community/state agencies to promote sponsored research with UNCG. (Office of Research, Office of Technology Transfer, Office of Development, Academic Units, and Academic Departments)
- 2.5.11 Institute an annual event to recognize research, scholarship, and creative activity. (Office of Research)
- 2.5.12 Streamline bureaucratic processes to encourage faculty members to pursue international activities. (Associate Provost for International Programs)

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**2.6 Continue and enhance major initiatives to build basic and applied research strengths in the life, health, and physical sciences, and information technology. (priority AY 2003-2004)**

- 2.6.1 Support the University-wide genomics initiative. (Office of Research, Academic Units, Academic Departments, Graduate School, and Centers/Institutes)
- 2.6.2 Actively pursue external funding opportunities in the targeted areas. (Office of Research, Academic Units, Academic Departments, Graduate School, and Centers/Institutes)
- 2.6.3 Hire faculty, including senior faculty members, who will promote existing research strengths. (Academic Units, Academic Departments)
- 2.6.4 Participate in community-based initiatives as appropriate. (Office of Research, Academic Units, Academic Departments, Graduate School, and Centers/Institutes)
- 2.6.5 Hire new faculty with demonstrated and ongoing funded research programs. (Academic Units, Academic Departments)
- 2.6.6 Seek funding to establish new Excellence Professorships to enhance research. (Academic Units, Academic Departments)

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**2.7 Increase support for basic and applied research excellence in the University's areas of traditional strength, including the arts, humanities, education, and social and behavioral sciences. (priority AY 2004-2005)**

- 2.7.1 Promote applied research and grant activities to strengthen existing programs in the humanities and the arts. (Office of Research, Academic Units, Academic Departments, and Centers/Institutes)
- 2.7.2 Seek funding to establish new Excellence Professorships to enhance research in the targeted areas. (Academic Units, Academic Departments)
- 2.7.3 Increase the number of community partnerships in research, scholarship, and creative activity. (Office of Research, Academic Units, Academic Departments, Graduate School, Centers/Institutes, and Office of Technology Transfer)
- 2.7.4 Continue efforts to link faculty and students with peers and events in other arts units through the Academic Arts Leadership committee, ArtsLink and the A+ Initiative. (Office of Research, Academic Units, Academic Departments, Centers /Institutes)
- 2.7.5 Hire a biostatistician to provide consultation to faculty engaged in research. (Associate Provost for Research)

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**2.8 Use technology to expand and enhance research. (priority AY 2007-2008)**

- 2.8.1 Submit instrumentation proposals as appropriate to support research, scholarship, and creative activity. (Academic Units, Academic Departments, and Centers /Institutes)
- 2.8.2 Continue to use and increase, as needed, online resources and campus software (statistics) for research, scholarship, and creativity activity purposes. (Academic Units, Academic Departments, Centers/Institutes, and Office of Research)
- 2.8.3 Encourage graduate students to pursue related elective coursework outside of their home department. (Academic Units, Academic Departments)
- 2.8.4 Develop and manage a core clinical support facility to assist faculty researchers. (Institute of Health, Science and Society)

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**2.9 Recruit and retain faculty with the potential for and demonstrated excellence in research, scholarship, and creative activity. (priority AY 2003-2004)**

- 2.9.1 Recruit senior faculty with international/national reputations as excellent scholars. (Academic Units, Academic Departments)
- 2.9.2 Recruit junior faculty with the potential to establish and fund internationally/nationally recognized programs of scholarship. (Academic Units, Academic Departments)
- 2.9.3 Offer appropriate start-up packages for new hires in all disciplines. (Provost, Office of Associate Provost for Research, Academic Units, and Academic Departments)
- 2.9.4 Provide support to retain high quality faculty. (Provost, Office of Research, Academic Units, Academic Departments, and appropriate Centers/Institutes)
- 2.9.5 Support both traditional and applied research including innovative university-community partnerships that will attract and retain faculty. (Office of Research, Academic Units, Academic Departments, Centers/Institutes, and Office of Technology Transfer)
- 2.9.6 Enhance the reputation of UNCG's research through technology commercialization efforts. (Office of Research, Academic Units, Academic Departments, Centers/Institutes, and Office of Technology Transfer)
- 2.9.7 Consider evidence of global awareness as a factor in hiring new faculty and in promotion and tenure decisions as appropriate. (Academic Units, Academic Departments)

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**2.10 Increase interactions among academic and research programs. (priority AY 2007-2008)**

- 2.10.1 Explore possible research collaborations to promote regional community and economic development. (Office of Research, Academic Units, Academic Departments, Centers/Institutes, and Office of Technology Transfer)
- 2.10.2 Host interdisciplinary conferences. (Office of Research, Academic Units, Academic Departments, Graduate School, Centers/Institutes, and Office of Technology Transfer)
- 2.10.3 Explore the feasibility of interdisciplinary programs at the doctoral level. (Office of Research, Academic Units, Academic Departments, and Graduate School)
- 2.10.4 Explore the feasibility of interdisciplinary cooperation in the areas of faculty appointments, faculty interaction and curricular planning. (Office of Research, Academic Units, Academic Departments, Graduate School, and Centers/Institutes)
- 2.10.5 Provide opportunities for interdisciplinary collaborations that link research activities with service learning. (Office of Research, Academic Units, Academic Departments, Graduate School, Centers/Institutes, and Division of Student Affairs)
- 2.10.6 Seek international and cross-cultural perspectives on research topics and activities by involving the University's international students and scholars. (Academic Leadership, Associate Provosts for Research and International Programs)

### Strategic Direction #3

#### **Campus Community:**

*Become a more diverse and actively engaged community of students, faculty, staff, and alumni.*

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#### **3.1 Nurture a campus community that reflects and embraces the increasing diversity of North Carolina. (priority AY 2003-2004)**

- 3.1.1 Provide opportunities for faculty, staff, and students to participate in programs promoting diversity (such as those sponsored by the Campus Unity Council, Office of Multicultural Affairs, International Programs Center and the academic unit hosting the annual Race and Gender institute), including those that address community needs and feature university-community partnerships. (All Academic Units, All Support Offices, and Center for New North Carolinians)
- 3.1.2 Encourage all students (full-time, part-time, distance learners, etc...) to participate in University and community activities that provide exposure to diverse populations. (Academic Units)
- 3.1.3 Seek to develop courses and other instructional opportunities related to women's and gender issues, and the presence and contributions of minority populations. (Academic Units)
- 3.1.4 Promote and highlight faculty research concerned with diversity issues such as race, gender, sexuality, and intercultural/transcultural communication. (Academic Units, Office of Research)
- 3.1.5 Develop a multi-year plan in each academic unit to engage faculty and staff in the prioritization and implementation of action steps designed to promote diversity. (Academic Units, International Programs Center)
- 3.1.6 Actively seek to recruit and retain a culturally and aesthetically diverse faculty, staff, and student body at both the undergraduate and graduate levels. (All Academic Units and All Support Offices)
- 3.1.7 Involve international students and scholars in cultural and cross-cultural campus programs. (Academic Units, Academic Departments, and Associate Provost for International Programs)

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#### **3.2 Cultivate a community life based on open dialog, shared responsibility, and respect for the distinct contributions and needs of each member. (priority AY 2003-2004)**

- 3.2.1 Demonstrate, by precept and example, the highest ethical standards of personal and professional conduct. (All Academic Units, All Support Offices, and Office of Research Compliance)
- 3.2.2 Strive to develop clear and effective group decision-making procedures. (All Academic Units and All Support Offices)
- 3.2.3 Seek opportunities for faculty to network with faculty from other departments and academic units on campus, as well as from other institutions in the state, nation, and world. (Academic Units, International Programs Center, and Provost's Office)

- 3.2.4 Continue efforts to encourage faculty and staff to work, think, and create together, and to appreciate more fully the value of each others' professional work in the creation of new knowledge/artistic expressions and the education of students. (All Academic Units, All Support Offices, and Office of Research)
  - 3.2.5 Encourage open and civil dialogue in the classroom and in the broader University community. (All Academic Units. All Support Offices)
  - 3.2.6 Strengthen the mission of the Staff Council and encourage the Council to more actively represent staff needs, issues, and concerns to a wider audience of faculty, students, and the administration. (All Academic Units, All Support Offices)
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**3.3 Offer programs and experiences that promote communities of learners. (priority AY 2005-2006)**

- 3.3.1 Support the expansion of residential, non-residential, and possibly on-line learning communities, adopting programmatic or discipline-based emphases where appropriate. (Associate Provost for Undergraduate Education, Academic Units, Provost's Office, Housing and Residence Life, Office for Adult Students, and International Programs Center)
  - 3.3.2 Establish new opportunities for undergraduate and graduate students to participate in community-based research and service-learning experiences. (Academic Units, Graduate School, Office of Research, and Office of Leadership and Service-Learning)
  - 3.3.3 Foster, through existing student organizations and other entities, the establishment of diverse groups of students engaged in service or academic pursuits. (Academic Units, Provost's Office, Office of Student Life)
  - 3.3.4 Develop and strengthen relationships among faculty and between students and faculty by expanding research symposia, Graduate Forums, departmental community meetings, and other such mechanisms. (Academic Units, Graduate School, Office of Research, and Provost's Office)
  - 3.3.5 Strive to develop and strengthen relationships with alumni and practitioners by including them in learning opportunities. (Academic Units, Division of Continual Learning)
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**3.4 Develop a competitive Division I athletic program that is nationally recognized as a leader in the welfare of the student-athlete. (priority AY 2007-2008)**

- 3.4.1 Each academic unit will work with Intercollegiate Athletics to establish a scholarship for a student athlete majoring in a department or program in the academic unit. (Academic Units)
- 3.4.2 Contribute faculty leadership in professional associations that pertain to intercollegiate athletics. (Academic Units)
- 3.4.3 Monitor the academic progress of all students to help facilitate academic success. (Academic Units, Enrollment Services)

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**3.5 Promote leadership training, community citizenship, and professional development programs for students, faculty, staff, and alumni. (priority AY 2007-2008)**

- 3.5.1 Assess professional development needs of faculty and staff, and provide training opportunities as appropriate. (All Academic Units, All Support Offices, and Office of Research)
- 3.5.2 Encourage departments to incorporate leadership training and community action in selected courses. (Academic Units, Office of Leadership and Service-Learning)
- 3.5.3 Create and implement methods of communicating to students the importance of developing leadership skills. (Academic Units, Office of Leadership and Service-Learning)
- 3.5.4 Explore the creation and support of leadership opportunities outside of class for undergraduate and graduate students, involving where possible departmentally or discipline-based student organizations. (Academic Units, Office of Leadership and Service-Learning, and Graduate School)
- 3.5.5 Offer courses and workshops designed to enhance the skills of alumni and Triad professionals in education, business, health care, and other fields. (Academic Units, Division of Continual Learning, and Office of Research, Career Services Center)
- 3.5.6 Expand recognition of outstanding service to the institution and the broader UNCG community by faculty, staff, and students. (All Academic Units, All Support Offices, and Office of Research)
- 3.5.7 Encourage faculty, staff, and students to engage in service and leadership positions in the university, community, and profession. (All Academic Units, All Support Offices)

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**3.6 Ensure a positive and supportive environment for faculty, staff, and students. (priority AY 2003-2004)**

- 3.6.1 Continue to provide easily accessible social, cultural, and educational opportunities for all members of the University community, including national and international visitors. (Academic Units, Weatherspoon Art Museum, International Programs Center, and Provost's Office)
- 3.6.2 Seek to develop awareness of faculty and staff morale, satisfaction levels, and identify opportunities for improving them. (Academic Units, Provost's Office, Office of Research, Faculty Senate, and Staff Council)
- 3.6.3 Work with Staff Council and unit-based groups to identify staff concerns and regularly communicate those concerns to the appropriate offices or individuals. (All Academic Units, All Support Offices)
- 3.6.4 Continue to include students when relevant and appropriate in decisions that affect their programs of study and extra-curricular activities. (Academic Units, International Programs Center, and Provost's Office, Division of Student Affairs)
- 3.6.5 Develop or enhance undergraduate and graduate student handbooks/communications to help students to understand critical information such as deadlines and procedures for completing degree requirements and fulfilling other expectations. (Academic Units, Enrollment Services, Graduate School, and Division of Continual Learning)
- 3.6.6 Continue to expand the number and increase the quality of services to prospective students, enrolled students, faculty, and staff. (All Academic Units, All Support Offices)



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**3.7 Expand recognition of significant service to the institution and the broader UNCG community by faculty, staff, students, and alumni. (priority AY 2007-2008)**

- 3.7.1 Review and modify existing practices as appropriate regarding the role of service in faculty evaluations such as annual reviews and promotion and/or tenure review. (Academic Units, Provost's Office)
- 3.7.2. Incorporate service as a component of annual review for staff members. (All Academic Units, All Support Offices)
- 3.7.3. Include service contributions as a component of student course performance, when deemed appropriate by the instructor. (Academic Units/Faculty)
- 3.7.4 Maintain and enhance awards to recognize individuals providing outstanding service to the University community. (All Academic Units, All Support Offices)

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**3.8 Maintain and enhance the artistic and cultural climate and aesthetic appeal of the campus. (priority AY 2007-2008)**

- 3.8.1 Display student and faculty art in selected University buildings and outdoor spaces. (Academic Units, Weatherspoon Art Museum)
- 3.8.2 Continue to offer artistic and cultural programs for University and Triad area audiences at an affordable price. (Academic Units, Weatherspoon Art Museum)
- 3.8.3 Provide an aesthetically pleasing physical environment, with well designed and maintained landscape and buildings. (Academic Units, Provost's Office).
- 3.8.4 Display a welcoming and diverse cultural climate on campus. (All Academic Units, All Support Offices)

Strategic Direction #4

**Economy and Quality of Life:**

*Be a leader in strengthening the economy of the Piedmont Triad and enhancing the quality of life for its citizens.*

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**4.1 Establish and maintain collaborations and alliances among academic institutions, Action Greensboro, economic development agencies, and industry. (priority AY 2006-2007)**

- 4.1.1 Seek opportunities for collaboration with area academic institutions in educational opportunities, research, and public service. (Academic Affairs Units, Academic Departments, Centers, and Office of Research)
- 4.1.2 Work with Action Greensboro and other organizations to carry out proposals to enhance the economy and quality of life in the Triad. (Academic Affairs Units, Academic Departments, and Office of Research)
- 4.1.3 Seek joint projects with other economic development agencies in the Triad region, including Triad Entrepreneurial Initiative, Forward Greensboro, the Piedmont Triad Homeland Security Association, and chambers of commerce. (Academic Affairs Units, Academic Departments, Centers, and Office of Research)
- 4.1.4 Work with discipline professionals from the region to improve academic programs and target public service opportunities. (Academic Units and Academic Departments)
- 4.1.5 Enhance the local economy through partnerships with business and industry. (Academic Affairs Units, Academic Departments, Office of Technology Transfer, Office of Research, Career Services Center)
- 4.1.6 Establish the Office of Research as the initial point of contact in matters related to community and economic development. (Office of Research)

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**4.2 Establish with N.C. A&T State University, The Joint Millennial Campus. (priority AY 2004-2005)**

- 4.2.1 Provide new research space and facilities to support funded research for faculty of both institutions. (Provost, Office of Research, and Academic Units)
- 4.2.2 Provide services to the region on the north campus, including credit courses and/or non-credit workshops. (Academic Units, Division of Continual Learning)
- 4.2.3 Explore utilizing the joint campus to attract funded programs that would benefit the region. (Provost, Academic Units, and Office of Research)

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**4.3 Develop and promote new opportunities for lifelong learning. (priority AY 2007-2008)**

- 4.3.1 Offer lectures and/or programs on topics of broad interest through academic departments. (Academic Departments)
- 4.3.2 Pursue all avenues within North Carolina to enhance information resources and access to those resources. (Academic Units, Jackson Library, and Division of Continual Learning)
- 4.3.3 Develop and market materials (e.g., DVD libraries) to provide continuing education opportunities for professionals. (Academic Units, Office of Technology Transfer)
- 4.3.4 Enhance information resources that serve community needs (e.g., expand foreign language materials to reflect local population changes, post reading lists on departmental websites). (Jackson Library)
- 4.3.5 Explore offering an annual UNC President's Forum on International Education. (Office of the President, Associate Provost for International Programs)
- 4.3.6 Explore housing on the UNCG campus one or more international service organizations. (Associate Provost for International Programs)

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**4.4 Promote and support entrepreneurial activities in the Triad. (priority AY 2003-2004)**

- 4.4.1 Investigate new academic disciplines to meet the needs of external constituents. (Academic Units)
- 4.4.2 Enhance the opportunities available through the TON (Technology Outreach at Nussbaum) partnership with NCA&T. (Academic Units, Office of Technology Transfer, and Office of Research)
- 4.4.3 Offer non-credit workshops that promote entrepreneurial initiatives in the Triad. (Academic Units, Division of Continual Learning, and Office of Technology Transfer)
- 4.4.4 Strengthen relationships with regional entrepreneurial organizations, boards, and committees. (Academic Units, Academic Departments, Jackson Library, Division of Continual Learning, and Office of Research)

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**4.5 Facilitate the transfer of products of research, innovation, and other academic endeavors to business and industry. (priority AY 2003-2004)**

- 4.5.1 Work through the Office of Technology Transfer to facilitate commercialization of faculty and student work. (Academic Units, Division of Continual Learning, and Office of Research)
- 4.5.2 Utilize Advisory Boards to explore opportunities for research innovation and technology transfer. (Academic Units, Office of Research)
- 4.5.3 Enhance research capabilities and resources to meet needs of regional economic development agencies, not-for-profit organizations, and business firms (e.g., OBER Data Center). (Academic Units, Office of Research)
- 4.5.4 Provide training opportunities related to preparation of grants for SBIR or STTR programs. (Office of Research, Office of Technology Transfer)

- 4.5.5 Undertake measures, as appropriate, for transferring educational, technological, and research products derived from academic departments, Center and Institute activities. (Office of Research, Office of Technology Transfer)
- 4.5.6 Develop a research agenda regarding the transfer of empirically supported psychosocial interventions to community settings. (Office of Research, Academic Departments)
- 4.5.7 Support university inventors through patenting, marketing, licensing, and start-up efforts. (Office of Research, Office of Technology Transfer)

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**4.6 Enrich community life through programming and partnerships in the arts and humanities. (priority AY 2003-2004)**

- 4.6.1 Utilize ArtsLink as the focus for community programming and partnerships in the arts. (Undergraduate Education, Arts Departments, and Arts Programs)
- 4.6.2 Sponsor festivals and cultural events that involve a wide audience. (ArtsLink, Arts Departments, Arts Programs, and International Programs Center)
- 4.6.3 Build strong relationships with regional arts agencies, companies, and organizations. (ArtsLink, Arts Departments, and Arts Programs)
- 4.6.4 Utilize enhanced facilities to reach community audiences (e.g., a public-access art cinema in Ferguson). (Provost, Arts Departments, and Arts Programs)
- 4.6.5 Strengthen collaboration with A+ Schools in the region. (Provost, Academic Units, Academic Departments, A+ Program)
- 4.6.6 Gain recognition as a major source of creativity and design expertise in North Carolina. (Arts Departments, Arts Programs, Office of Research)
- 4.6.7 Expand arts and humanities offerings in CALL and Emeritus Society programming. (Division of Continual Learning)

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**4.7 Facilitate and promote the application of UNCG faculty, staff, and student expertise to strengthen the social, scientific, and economic capacity of the Triad. (priority AY 2003-2004)**

- 4.7.1 Increase faculty and staff involvement in collaboration, research, and service that enhance the social and economic life of the region. (Academic Units, Centers/Institutes, and Office of Research)
- 4.7.2 Provide marketing and licensing efforts for UNCG research and innovation with regional implications. (Academic Units, Centers, Office of Research, and Office of Technology Transfer)
- 4.7.3 Consider expertise needed for local initiatives in faculty hires. (Academic Units)
- 4.7.4 Strengthen the service-learning program to enhance the contributions of UNCG students to the community. (Office of Leadership and Service-Learning, Academic Units)
- 4.7.5 Facilitate the transfer of research to practice via student internships and faculty collaboration with public agencies. (Academic Units and Academic Departments, Office of Research, Career Services Center)
- 4.7.6 Utilize advisory committees to bring community needs to the attention of UNCG personnel. (Provost, Deans, Academic Units)
- 4.7.7 Work with non-profit and governmental agencies to conduct collaborative research. (Academic Units, Office of Research)

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**4.8 Strengthen partnerships with universities, community colleges, and non-profit agencies in educating children/youth from birth through twelfth grade. (priority AY 2005-2006)**

- 4.8.1 Expand teacher education opportunities, including additional licensure areas, online courses, and a collaborative alternative licensure program. (Academic Units, Academic Departments)
- 4.8.2 Develop additional workshops and other continual learning opportunities for area teachers and school volunteers. (Division of Continual Learning, Academic Units)
- 4.8.3 Work through A+ Schools program to enhance K-12 education in affiliated schools, increase the A+ network, and support faculty research. (Academic Units, A+ Program, and Office of Research)
- 4.8.4 Seek to improve incentives for professionals who serve in supervisory roles. (School of Education)
- 4.8.5 Through additional school partnerships, expand current programs for school students (e.g., All Arts and Science Camps, Fast Forward). (Division of Continual Learning)
- 4.8.6 Participate with state agencies to develop K-12 education programs and instructional materials. (School of Education, Academic Departments)
- 4.8.7 Develop close collaboration with area community colleges (including subject area articulation agreements, USTEP involvement) to support transfer of students to licensure programs. (Academic Units, Admissions)

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**4.9 Address regional workforce needs, including the shortage of trained professionals, through credit and non-credit programs and partnerships. (priority AY 2006-2007)**

- 4.9.1 Offer non-credit workshops and credit certificate programs to retrain the unemployed. (Division of Continual Learning, Academic Units)
- 4.9.2 Offer specialized non-credit workshops and other training opportunities for local organizations and employers. (Division of Continual Learning, Academic Units)
- 4.9.3 Develop new degree programs as indicated, including completion degrees, to address regional needs. (Academic Units)
- 4.9.4 Partner with community agencies to assess workforce needs and provide specialized services. (Academic Units, Academic Departments, Division of Continual Learning, and Office of Research)
- 4.9.5 Pursue partnerships with health care agencies to increase enrollments in nursing and promote nursing research. (School of Nursing)
- 4.9.6 Explore scholarship incentives for students to stay in North Carolina (e.g., undergraduate and graduate nursing students). (Academic Units, Financial Aid)

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**4.10 Address community needs in health and wellness, counseling, disability accommodation, and public health. (priority AY 2007-2008)**

- 4.10.1 Address community needs in health promotion/intervention (e.g., health fairs, blood drives, and senior clinics). (School of Nursing, School of Health and Human Performance, School of Human Environmental Sciences, Student Health Services, and School of Education)
- 4.10.2 Provide information on health issues relevant to specific populations (e.g., African Americans). (School of Nursing, School of Health and Human Performance, School of Human Environmental Sciences, Department of Psychology, and School of Education)
- 4.10.3 Pursue degree programs that address community health issues (e.g., a masters degree program in Women's & Gender Studies with a track in Gender and Women's Health). (Academic Units)
- 4.10.4 Collaborate with community agencies to address community needs in health and wellness, counseling, disability accommodation, and public health. (School of Nursing, School of Health and Human Performance, School of Education, School of Human Environmental Sciences, Department of Psychology, and Counseling and Educational Development)
- 4.10.5 Assist in the coordination, assessment, and implementation of community health programs (e.g. EXPORT, school health programs). (Academic Units, Centers)
- 4.10.6 Implement a community-wide education program describing the principles of genomic medicine and its potential value for wellness and health maintenance (Academic Units, Centers, Institute for Health, Science and Society)
- 4.10.7 Make evidence-based audiological evaluation, intervention and clinical services available to musicians in the community. (School of Music, School of Health and Human Performance)

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**4.11 Promote efforts to develop the urban environment, enhance the rural economy, protect physical and natural resources, and facilitate the integration of the Piedmont into the global economy. (priority AY 2007-2008)**

- 4.11.1 Educate small farmers, including newly settled immigrants, in farming and marketing practices (e.g., through Project Greenleaf). (Academic Units, Center for New North Carolinians)
- 4.11.2 Seek wider recognition and application of faculty environmental research (e.g., Stream and Riparian Buffer Zone research). (Academic Units, Office of Research)
- 4.11.3 Encourage faculty to provide access, including web access, to data sets, as appropriate, for interested community partners in the region, state and nation. (Academic Units, Jackson Library, Office of Research)
- 4.11.4 Develop a series of colloquia featuring nationally known experts on community development for the campus and the community. (Academic Units, Centers/Institutes)
- 4.11.5 Support regional quality-of-life improvements, including accessibility and inter-cultural appreciation, through curricular development, research dissemination, and community partnerships. (Academic Units, Centers, Office of Research, and International Programs Center)
- 4.11.6 Identify business development strategies for rural areas of NC. (School of Business, Academic Departments)

4.11.7 Work to promote the economic development of the region (e.g., through the Triad Entrepreneurial initiative and the Piedmont Entrepreneurs Network). (Academic Units, Office of Research, and Centers/Institutes)

## Strategic Direction #5

### **Access and Student Success:**

*Recruit and retain students with the potential to succeed in a rigorous academic environment.*

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#### **5.1 Increase efforts to recruit and retain students from diverse backgrounds. (priority AY 2004-2005)**

- 5.1.1 Develop/enhance/disseminate recruitment materials (e.g., brochures, Web pages, information packets) to represent the diversity at UNCG and attract diverse students. (ALL)
  - 5.1.2 Expand on-line and blended course offerings and distance education consortia to reach a more diverse student population. (Academic Units, Division of Continual Learning, and Graduate School)
  - 5.1.3 Seek grant funding to attract and retain minority students. (Academic Units)
  - 5.1.4 Support a race and/or gender issues activity. (Provost's Office, Academic Units)
  - 5.1.5 Recruit males and minority students into the Teaching Fellows program. (Academic Units)
  - 5.1.6 Host a diversity visitation day for prospective students. (Enrollment Services)
  - 5.1.7 Increase efforts to recruit international students. (Enrollment Services, Associate Provost for International Programs)
  - 5.1.8 Create an international alumni network to recruit students, host interns, and promote UNCG abroad. (Associate Provost for International Programs)
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#### **5.2 Increase enrollments at all levels among various populations. (priority AY 2003-2004)**

- 5.2.1 Explore new program and course offerings and/or expand reach through offering existing courses via distance education. (Academic Units, Division of Continual Learning)
- 5.2.2 Increase the number of students in majors. (Academic Units)
- 5.2.3 Implement a communications plan for prospective students. (Academic Units)
- 5.2.4 Expand/enhance unit recruitment efforts for high school students, community college transfers, and potential graduate students. (Enrollment Services, Graduate School, Division of Continual Learning, Academic Units, and International Programs Center)
- 5.2.5 Ensure institutional resources (e.g., space, number of faculty, library needs) are adequate to serve enrolled students. (Academic Units, Jackson Library, and Enrollment Services)
- 5.2.6 Assist with university-wide recruitment efforts. (Academic Units)
- 5.2.7 Recruit graduate students from among existing cohorts of UNCG undergraduates. (Academic Units)



**5.3 Become a university of first choice for an increasing number of students. (priority AY 2005-2006)**

- 5.3.1 Develop professional quality recruitment materials. (ALL)
- 5.3.2 Implement a retention program to be known as the First Year Advantage, with support for first-year students recognized as an important mission for all academic units. (Academic Units, Enrollment Services, Associate Provost for Undergraduate Education, and Undergraduate Studies Council, Division of Student Affairs)
- 5.3.3 Improve graduate assistant assignments, workloads, stipends, and tuition waivers. (Academic Units)
- 5.3.4 Define the market position for UNCG among prospective students and clearly articulate messages that support that position. (Enrollment Services)

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**5.4 Increase financial assistance for undergraduate and graduate students, to make UNCG more competitive in attracting and retaining able students. (priority AY 2003-2004)**

- 5.4.1 Engage in fundraising activities to increase dollars available for scholarships and fellowships. (ALL)
- 5.4.2 Increase the number of scholarships and fellowships awarded. (ALL)
- 5.4.3 Ensure that external funding proposals include student stipends, tuition, and fees. (ALL)
- 5.4.4 Determine the most strategic use of institutional financial aid dollars in order to influence student enrollment decisions. (Enrollment Services)

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**5.5 Continue to improve the academic profile of students entering the University. (priority AY 2004-2005)**

- 5.5.1 Recruit students to targeted majors and special academic programs. (ALL)
- 5.5.2 Refine policies for students admitted provisionally to their program of study. (Academic Units)
- 5.5.3 Promote the strengths of the academic programs. (Academic Units, Enrollment Services, Graduate School, and Division of Continual Learning)
- 5.5.4 Promote intern/extern opportunities to students. (Academic Units, Career Services Center)
- 5.5.5 Continue to raise admissions standards. (Enrollment Services)

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**5.6 Encourage all divisions of the University to work together to manage enrollment growth effectively. (priority AY 2006-2007)**

- 5.6.1 Use a demand analysis model to plan for a sufficient number of seats and sections to accommodate the expected number of enrolling students. (Academic Units, Enrollment Services)
- 5.6.2 Improve communications and collaboration between academic units and enrollment areas. (ALL)
- 5.6.3 Facilitate the development of student enrollment management plans with interested academic units. (Enrollment Services)

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**5.7 Work collaboratively to ensure an integrated approach to marketing the University and its programs. (priority AY 2003-2004)**

- 5.7.1 Facilitate the development of student marketing plans with interested academic units. (Enrollment Services)
- 5.7.2 Develop/implement marketing plans that complement the University's marketing direction. (ALL)
- 5.7.3 Continue to explore partnering opportunities with campus units such as University Relations, Division of Continual Learning, Graduate School, International Programs, the Academic Units, Orientation, and Residence Life. (Enrollment Services)
- 5.7.4 Adopt the new university marketing messages, Web design, and logo. (ALL)
- 5.7.5 Work with University Marketing to ensure exemplary research and academic programs are targeted to appropriate constituencies. (ALL)
- 5.7.6 Forge connections and alliances with external agencies. (Academic Units)
- 5.7.7 Increase the visibility of the College and Professional Schools as well as the University. (ALL)
- 5.7.8 Create a centralized marketing approach for all on-line and other distance courses and programs. (Division of Continual Learning)

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**5.8 Support campus initiatives aimed at improving student satisfaction, retention, graduation, and career placement rates. (priority AY 2003-2004)**

- 5.8.1 Implement strategies recommend by the Retention Task Force and approved by the Chancellor's Executive Staff. (ALL)
- 5.8.2 Plan and publish year-long class schedules. (ALL)
- 5.8.3 Assist new students in the transition to UNCG. (ALL)
- 5.8.4 Assess student satisfaction and make improvements as warranted. (ALL)
- 5.8.5 Provide easily accessible tools/information, such Web-based degree audits and virtual advising, to improve the student experience. (Enrollment Services)
- 5.8.6 Engage in proactive retention efforts targeted at at-risk students and/or high risk experiences. (ALL)
- 5.8.7 Create opportunities for faculty and student/alumni interaction outside the classroom. (Academic Units)

- 5.8.8 Expand unit level career placement services. (Academic Units)
  - 5.8.9 Increase student awareness of and access to financial assistance. (ALL)
  - 5.8.10 Review academic policies that impact student satisfaction and retention. (Enrollment Services, Academic Policies Committee)
  - 5.8.11 Participate in and use data from the National Student Engagement Survey to improve student satisfaction. (Office of Institutional Research)
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**5.9 Expand opportunities for adult learners. (priority AY 2004-2005)**

- 5.9.1 Expand the number of course, certificate, and degree offerings on-line as well as face-to-face off-campus through FUSIONS and on-campus through the Evening University. (Academic Units, Division of Continual Learning, Enrollment Services, and Graduate School)
  - 5.9.2 Offer convenient scheduling. (Academic Units, Division of Continual Learning, Enrollment Services, and Graduate School)
  - 5.9.3 Expand non-traditional semester formats. (Academic Units, Division of Continual Learning, Enrollment Services, and Graduate School)
  - 5.9.4 Foster viable adult student networks. (ALL)
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**5.10 Ensure that quality student services are available to meet the needs of all learners. (priority AY 2004-2005)**

- 5.10.1 Provide quality academic support services. (ALL)
- 5.10.2 Enhance the knowledge base of student services staff. (ALL)
- 5.10.3 Improve academic advising. (Enrollment Services, Academic Units)
- 5.10.4 Implement the virtual advising module. (Enrollment Services, Academic Units)
- 5.10.5 Work with off-campus centers/FUSIONS to improve the level of service offered to students at these sites. (ALL)
- 5.10.6 Create on-line training tools for students taking on-line classes. (Division of Continual Learning)
- 5.10.7 Conduct an analysis of existing business practices in student services. (Enrollment Services)