

College of Liberal Arts and Sciences

Strategic Plan

2021–2026

Mission

The mission of CLAS is to inspire thinking and transform lives through discovery, innovation, and global connections.

Vision

We envision a world of thriving, engaged communities empowered by diverse perspectives and purposeful inquiry.

Goals

Goal 1: CLAS will recruit, cultivate, and sustain a diverse undergraduate student body, who thrive in a liberal arts and sciences environment.

Goal 2: CLAS will develop a robust infrastructure for research and graduate education that successfully supports UNC Charlotte’s pathway to top tier research university status.

Goal 3: CLAS will increase its engagement with local and global communities through outreach, research, and teaching.

Goal 4: CLAS will set the standard for an equitable and inclusive academic environment that empowers students, staff, and faculty.

Goal 5: CLAS will establish a distinct identity, celebrating its diversity and interdisciplinarity, as vital to the mission of UNC Charlotte.

GOAL 1

CLAS will recruit, cultivate, and sustain a diverse undergraduate student body, who thrive in a liberal arts and sciences environment.

Objective 1.1.

Strengthen the academic experience through the expansion of the LEADS program.

Action 1.1.1.

Assess the structure of LEADS leadership and staffing to prioritize program growth and development.

Tactics:

The Associate Dean for Academic and Student Success and LEADS Faculty Director, along with a subcommittee of the LEADS liaisons and department chairs, will review the Faculty Director roles and responsibilities and present a three year plan to the Dean for program growth and development priorities, no later than September 30, 2022.

A LEADS Coordinator will be identified, no later than the end of the fall semester, 2022, whose responsibilities will include the following:

Establish and maintain partnerships with on-campus and off-campus entities. On-campus, these partners include, for example, the Career Center, Ventureprise, and the Sustainability Office.

Provide support for course-based internships by managing internship agreements and serving as the liaison between the instructor and the organizational internship mentor.

Collaborate with the UrbanCORE office in their efforts to establish the Charlotte Collaborative Impact Corps, a network with an interest in engaging with local organizations and entities to address the cultural, economic, educational, environmental health, and social needs of the greater Charlotte region.

The Associate Dean for Academic and Student Success and LEADS Faculty Director will strengthen the communication between department chairs and the LEADS Faculty Fellows.

Action 1.1.2.

Market and grow LEADS as the signature college program for integrating experiential learning (including applied learning, problem solving, and entrepreneurial thinking) into the undergraduate curricula.

Tactics:

The Associate Dean for Academic and Student Success, the LEADS Faculty Director, and the SUCCESS Learning Community Coordinator will create and execute an annual recruitment campaign for new FTIC freshmen to enroll in for the SUCCESS Learning Community.

The Associate Dean for Academic and Student Success and the LEADS Faculty Director will create and implement an annual recruitment campaign for the undergraduate certificate in Leadership, Innovation, Technology, and Diversity.

The LEADS Faculty Director will implement a bi-annual recruitment campaign to enroll CLAS students into the LEADS-designated courses each term that focus on experiential learning and/or the LEADS course-based internships.

The Associate Dean for Academic and Student Success will arrange for a showcase of LEADS-related student projects at all university-wide Admissions events such as Explore (or Pick Charlotte) and Admitted Student Days.

Action 1.1.3.

Collaborate with campus partners and with units on campus to advance the mission of LEADS through experiential learning and fundraising opportunities.

Tactics:

The Associate Dean for Academic and Student Success and the LEADS faculty Director, in conjunction with the Division of University Advancement, will develop a fundraising strategy to acquire a direct source of funding for LEADS participants that will be used to provide support to implement their ideas and/or provide stipends for students participating in unpaid internships.

The Associate Dean for Academic and Student Success and the LEADS faculty Director will collaborate with campus partners to host an annual competition where the participants present their projects to a broader campus community and beyond and provide sponsorships for winning ideas and projects.

Action 1.1.4.

Extend the implementation of LEADS, elevating its role as the core CLAS program for integrating experiential learning into undergraduate curricula.

Tactics:

The Associate Dean for Academic and Student Success and LEADS Faculty Director will work with departments to increase the number and content range of LEADS designated courses.

The Associate Dean for Academic and Student Success and LEADS Faculty Director will advocate for summer stipends for a minimum of two CLAS faculty to participate in a LEADS professional development opportunity.

The Associate Dean for Academic and Student Success and LEADS Faculty Director will work with the University Career Center, urbanCORE, and non-profit organizations to increase the number of course-based internship opportunities.

Action 1.1.5.

Optimize the LEADS mission to increase opportunities for students to participate in community engagement, international experiences, internships, and undergraduate research.

Tactics:

The Associate Dean for Academic and Student Success and LEADS Faculty Director will identify the current opportunity gaps for CLAS students to participate in undergraduate research.

The Associate Dean for Academic and Student Success and LEADS Faculty Director will develop and implement a plan in partnership with the Office of Undergraduate Research to increase student and faculty participation in undergraduate research.

The Associate Dean for Academic and Student Success and LEADS Faculty Director will work with departments to increase the number and content range of LEADS designated courses.

The Associate Dean for Academic and Student Success, the Associate Dean for Research and Graduate Education, and the LEADS Faculty Director will develop and implement a plan for facilitating faculty support of course-based undergraduate research across all disciplines.

The Associate Dean for Academic and Student Success, the Associate Dean for Academic Affairs, and the LEADS Faculty Director will develop and implement a plan for expanding access to student international experiences.

Action 1.1.6.

Develop a method for tracking and communicating availability of and participation in community engagement, international experiences, internships, and undergraduate research.

Tactics:

The Associate Dean for Academic and Student Success and LEADS Faculty Director, working with the College Director of Assessment, will review and improve upon (as appropriate), the system for gathering, evaluating, and reporting student and faculty participation in LEADS activities.

Objective 1.2.

Enhance undergraduate advising and student support services.

Action 1.2.1.

Increase the number of professional advisors to reach the National Academic Advising Association (NACADA) recommendations for advisor-student ratios.

Tactics:

The Associate Dean for Academic and Student Success will work with advisors to make annual budget requests for advising personnel to the Dean.

The Associate Dean for Academic and Student Success and the Associate Director will assess the need for a “floater” advisor position and make a recommendation to the dean, no later than the end of the fall semester, 2022.

Action 1.2.2.

Expand college advising campaigns to increase student retention and equitable on-time graduation.

Tactics:

The Associate Dean for Academic and Student Success and the Associate Director of Advising will conduct selected advising campaigns from the Office of Advising and Student Services to reach CLAS students with faculty advisors.

The Assistant Dean and Associate Director of Advising will investigate and implement ways to increase campaign response rates from the targeted student groups.

Action: 1.2.3.

Sustain the CLAS Peer Advising (CLAS-FACS) program.

Tactics:

The Associate Dean for Academic and Student Success and the Assistant Dean of Student Services will propose to the Dean and to Academic Affairs a 3-5 year funding plan for CLAS peer advisors (CLAS FACS), that will include working with the college's Directors of Development.

The Associate Dean for Academic and Student Success and the Assistant Dean of Student Services will develop the CLAS First-Year Advisory Counselors (CLAS FACS) program to complement the new student onboarding phase of the Charlotte Model.

The Associate Director of Advising will enhance the responsibilities of the peer advisors towards increasing the advising campaign response rates.

Action 1.2.4.

Identify and address equity gaps and barriers in programs and courses, using advising and student support data to engage in continuous improvement in performance gaps.

Tactics:

The CLAS Director of Assessment and the Associate Director of Advising will continue to administer the Student Survey on Advising and apply survey insights to improve advising practices.

The Assistant Dean for Student Services and the Director of Assessment will propose and execute a college-wide administration of the Student Survey on Advising.

Action 1.2.5.

Enhance the organizational structure of the Advising Office to maximize responsiveness to student and advisor needs and priorities.

Tactics:

The Associate Dean for Academic and Student Success and the Assistant Dean of Student Services will identify position needs and advocate for any growth and reorganization opportunities to the Dean, no later than end of the 2022-23 academic year.

Action 1.2.6.

Conduct a DEI and race and social-justice informed audit of college advising and student support resources to improve services offered.

Tactics:

Associate Dean for Academic and Student Success and Associate Director of Advising will monitor the completion of the university-sanctioned DEI training (or implicit bias training) by all professional academic advisors.

Associate Dean for Academic and Student Success and Associate Director of Advising will review existing policies and professional advisor practices in the Office of Advising and Student Services and assess if they perpetuate equity gaps or racial biases.

The Dean and the Associate Dean for Academic and Student Success will work with department chairs to review faculty advisor practices and assess if they perpetuate equity gaps or racial biases.

The CLAS Director of Assessment Associate Dean for Academic and Student Success and the Associate Director of Advising Assistant Dean of Student Services will include items that assess issues of equity, inclusion, and social justice in the Student Survey on Advising and apply survey insights to improve advising practices.

Objective 1.3.

Ensure that program curricular offerings and pedagogies are contemporary, relevant, and consistent with the University's undergraduate education goals.

Action 1.3.1.

Support departments in developing and sustaining DEI and race and social justice-informed curricula and pedagogical practices.

Tactics:

Associate Dean for Academic Affairs and the Associate Dean for Academic and Student Success will work with departments in implementing pedagogical practices that support DEI values (Career Competencies, SEP, and STEM Academy).

Associate Dean for Academic Affairs and the CLAS Course and Curriculum Committee will work with departments and the Race and Social Justice committee in developing curriculum proposal review guidelines that enhance DEI values.

Action 1.3.2.

Encourage departments to leverage LEADS and other campus partners in the implementation and reinforcement of the Career Center's Career Competency Framework, high impact practices, experiential learning, and co-curricular practices.

Tactics:

The Dean will work with the Associate Dean for Academic and Student Success to provide ongoing messaging to departments on LEADS.

The Dean will work with department chairs to ensure sustained annual participation in the Career Center's Faculty Development programming (The Career Competency Integration Institute).

The Associate Dean for Academic and Student Success, the Associate Dean for Academic Affairs, and the College Director of Assessment will assess the effectiveness of this institute on a regular basis.

Action 1.3.3.

Increase opportunities for pedagogical-related professional development.

Tactics:

The Dean will work with the Associate Dean for Academic and Student Success and the Senior Associate Dean to publicize professional development opportunities for staff and faculty and to develop and implement a process for nominating applicants to professional development opportunities.

The Dean and Senior Associate Dean will encourage faculty to utilize the institutional membership in the National Center for Faculty Development and Diversity (NCFDD) and dedicate annual funds to support faculty participation in NCFDD activities.

Action 1.3.4.

Create a sustained focus on working with adult learners in order to align with the strategic priorities of the School of Professional Studies.

Tactics:

Continue to partner with the School of Professional Studies in the professional studies BS degree.

Develop more online completion degrees--review the department plans.

Make sure that our marketing includes adult learners.

GOAL 2

CLAS will develop a robust infrastructure for research and graduate education that successfully supports UNC Charlotte's pathway to top tier research university status.

Objective 2.1.

Establish a college-wide culture of grant seeking, enhancing the size and disciplinary diversity of the College's award portfolio.

Action 2.1.1.

Celebrate faculty, staff, and student successes (e.g. grants, fellowships, honorific awards, commissions, publications, and race and social justice centered scholarship) of all sizes and from all disciplines.

Tactics:

The Dean for Research and Graduate Education and the Director of Graduate Programs, will work with the Director of the Office of Research to hold the annual Faculty Recognition event.

The Associate Dean for Research and Graduate Education, working with the Executive Director of the Office of Interdisciplinary Studies, will set up a separate award mechanism for true interdisciplinary research.

Action 2.1.2.

Generate policies and streamline procedures to apply F & A to support further research activities.

Tactics:

The Associate Dean for Research and Graduate Education, the Senior Associate Dean, and the CLAS Business Officer will assess how post award support is provided to PIs with large grants and develop policies and procedures.

Working with the CLAS Research Advisory Council, the Associate Dean for Research and Graduate Education will develop guidelines for both the college office and departments in the appropriate use of F&A to support the expansion of research activities.

Action 2.1.3.

Support departments in expanding training for faculty and student grant seeking from a broad range of funding sources.

Tactics:

The Associate Dean for Research and Graduate Education will continue grant seeking workshops such as Mining for GOLD.

Working with RED, the Associate Dean for Research and Graduate Education will expand grant seeking workshop training for new tenure track faculty.

Working with RED, The Associate Dean for Research and Graduate Education will develop mentoring sessions for PIS on resubmission of proposals that were not funded in the first round.

Working with RED, the Associate Dean for Research and Graduate Education will hire outside mentors for federal CAREER award applications.

Action 2.1.4.

Ensure post-award support for external funding.

Tactics:

The Associate Dean for Research and Graduate Education will develop mentoring sessions for PIs on post-award management.

The college office will assess staff needs and hire staff in the central office to support departments on post-award management (outside of RED).

Action 2.1.5.

Strengthen the relationship with Research and Economic Development in order to maximize grant seeking support.

Tactics:

The Associate Dean of Research and Graduate Education will work closely (quarterly) with RED personnel to co-develop initiatives that will culminate in successful grant submissions.

Objective 2.2.

Strengthen the college's infrastructure to support research, scholarship and creative expression.

Action 2.2.1.

Apply facilities and administrative (F&A) funds to support bridge funding, grant writing, pilot projects, and continuation of research funds in accordance with the policies.

Tactics:

The Associate Dean for Research and Graduate Education, Senior Associate Dean, and CLAS Business Officer will form an F&A fund college committee.

The Associate Dean for Research and Graduate Education and Senior Associate Dean, will establish a bridge funding mechanism within the college.

The Associate Dean for Research and Graduate Education will develop book-writing workshops that support faculty work in researching, writing, and securing publication for book-length projects.

The Associate Dean for Research and Graduate Education will develop article-writing workshops that support faculty and graduate student work in researching, writing, and securing publication in double-blind peer-reviewed scholarly journals.

The Associate Dean for Research and Graduate Education will develop fellowship-seeking workshops to support submissions for fellowships that support faculty scholarship.

Action 2.2.2.

Implement the STEM innovation center.

Tactics:

The Associate Dean for Research and Graduate Education and the Associate Dean for Academic and Student Success will develop and submit a proposal(s) to procure funding for the STEM Innovation Center.

The Associate Dean for Research and Graduate Education and the Associate Dean for Academic and Student Success will recruit Directors for the STEM Innovation Center.

The Directors will be supported in seeking grant support for the center, within one year of their appointment.

Action 2.2.3.

Recruit and retain research-engaged faculty, postdoctoral trainees, and trained staff in desired research areas.

The Associate Dean for Research and Graduate Education will work with chairs and directors to identify desired research areas in the college, and then devise a hiring plan to support these areas.

Action 2.2.4.

Establish interdisciplinary collaborations and grant seeking activities targeted for interdisciplinary research.

Tactics:

The Associate Dean for Academic Affairs and the Director of Interdisciplinary Studies will set up separate award mechanism for true Interdisciplinary Research (see also Objective 2.1).

Action 2.2.5.

Inventory CLAS departments to identify existing initiatives that encourage race and social justice in faculty research and expand these efforts.

Tactics:

The Associate Dean for Research and Graduate Education and the Senior Associate Dean will develop a mechanism for surveying faculty and graduate students scholarship on the subject of race and social justice.

Working in collaboration with interested departments, the Associate Dean for Research and Graduate Education and the Senior Associate Dean will develop a series of colloquia that spotlight faculty and graduate student scholarship on the subject of race and social justice.

Scholarship that addresses issues of race and social justice will be included as a criterion for consideration in the College's financial awards that support research.

Objective 2.3.

Grow and expand key graduate programs that contribute to top-tier research university goals and expand access to professional students.

Action 2.3.1.

Develop and grow high-demand professional graduate programs, including certificates, that provide additional revenue streams.

Tactics:

The Director of Graduate Programs, Associate Dean for Research and Graduate Education, Dean, and Associate Dean for Academic Affairs will collaborate with faculty, Graduate Program Directors, and the Career Center to identify new graduate program opportunities that focus on high-demand career skills and respond to employment needs.

The Director of Graduate Programs, Associate Dean for Research and Graduate Education, Dean, and Associate Dean for Academic Affairs will collaborate with faculty, Graduate Program Directors, and the Career Center to identify current programs that already respond to market needs and to determine how these programs can be better marketed (or perhaps tweaked to become even more employment-ready).

Action 2.3.2.

Establish new doctoral programs that contribute to the university's reputation as an emerging top-tier research university.

Tactics:

Implement the Ph.D. in Digital Cultures and Communication.

Develop and implement a second humanities/social sciences Ph.D. program.

Action 2.3.3.

The Director of Graduate Programs will communicate and market graduate programs, elevating program visibility on and off campus.

Tactics:

The Director of Graduate Programs will partner with the School of Professional Studies, University Communications, and the Graduate School to showcase our programs for professionals on websites and other pertinent communication materials.

Action 2.3.4.

Provide training to Graduate Program Directors and graduate student selection committees on DEI informed graduate admissions and socialization processes.

Tactics:

The Director of Graduate Programs will identify a training program for graduate program directors and implement this program (along with “refresh” training) no later than spring 2023.

Objective 2.4.

Increase available funding and support for graduate education.

Action 2.4.1.

Conduct systematic graduate program health and budget reviews.

Tactics:

The Director of Graduate Programs, Associate Dean for Research and Graduate Education, and Dean will develop metrics to determine program health that include: enrollment, retention rates, and number of graduates. Programs will also be asked to report their students’ first destinations post-graduation.

The Director of Graduate Programs, Associate Dean for Research and Graduate Education, and Dean will review budgets for programs not meeting UNC System threshold (or new metric) including information on cost of instruction, graduate assistantships, faculty stipends, and other program costs.

Action 2.4.2.

Partner with the Graduate School and Academic Affairs to incentivize departments and faculty to expand graduate funding.

Tactics:

The Director of Graduate Programs, Associate Dean for Research and Graduate Education, and Dean will work with Departments, Development, Graduate School, and AA to develop initiatives to raise funds for expanding graduate funding.

Objective 2.5.

Enhance and support the success and wellbeing of graduate students.

Action 2.5.1.

Develop effective recruitment and retention processes for traditionally underserved students.

Tactics:

The Director of Graduate Programs and Associate Dean for Research and Graduate Education will work with the Graduate Program Directors to:

Identify recruitment pipelines.

Promote Early Entry to current UNCC traditionally underserved undergraduates.

Establish funding packages dedicated to traditionally underserved students.

Implement faculty workshops from the Race & Social Justice Working Group.

Develop a more effective framework that supports and nurtures graduate student success through the enhancement of advising, mentoring, financial aid, scholarships, and other retention efforts. (source: VT's Race Task Force)

Action 2.5.2.

Expand access to graduate student mentoring, internships, and research opportunities.

Tactics:

The Director of Graduate Programs, Associate Dean for Research and Graduate Education, and Office of Research will work with the associate dean for academic affairs and student success to identify opportunities in Urban CORE and LEADS.

Action 2.5.3.

Provide professional development for Graduate Program Directors and faculty on mentoring and facilitating exemplary graduate student experiences.

Tactics:

The Graduate Program Director will work with the Graduate School to bridge any gaps between the Graduate School Mentor Training and other student mentoring needs.

Action 2.5.4.

Increase opportunities for international experiences/internationalization and professional internships.

Tactics:

The Associate Dean for Research and Graduate Education and the Director of Graduate Programs will work with the Associate Dean for Academic Affairs and the college internationalization committee and OIP to expand study abroad opportunities for graduate students.

The Associate Dean for Research and Graduate Education and the Director of Graduate Programs will work with the Associate Dean for Academic Affairs and the college internationalization committee to expand curricular and research opportunities for graduate students to interact virtually with graduate students from outside of the U.S.

GOAL 3

CLAS will increase its engagement with local and global communities through outreach, research, and teaching.

Objective 3.1.

Increase the number of students who participate in undergraduate and graduate curricular experiences with local and global communities.

Action 3.1.1.

Develop a system for tracking CLAS student participation in community engagement.

Tactics:

The Associate Dean for Academic Affairs will continue working with the Office of Urban Research and Community Engagement to explore if their tracking system is applicable.

The Associate Dean for Academic Affairs will work with the Career Center on cataloging experiential learning in the college.

The Associate Dean for Academic Affairs will get feedback from departments about best practices and approaches.

The LEADS Faculty Director will share relevant data which will be collected through LEADS bi-annually.

Action 3.1.2.

Develop and implement a plan with the Office of Interdisciplinary Studies to expand academic-community experiences.

Tactics:

The Associate Dean for Academic Affairs will work with the Office of Interdisciplinary Studies to plan, implement, and evaluate expansion of academic-community experiences.

Action 3.1.3.

Increase internship opportunities with globally-oriented partners in the Charlotte region.

Tactics:

The Associate Dean for Academic Affairs will work with departments and with the LEADS Faculty Director to increase and track student internship organizations.

The Associate Dean for Academic Affairs will increase messaging to faculty about seeking such opportunities.

The LEADS Director will periodically bring together the departmental internship advisors to network, share best practices, and create opportunities for cross-departmental internship cooperation.

Action 3.1.4.

Increase alumni-student engagement.

Tactics:

The Dean and External Relations and Events Manager will work with the CLAS Alumni Council to develop a systematic, ongoing and sustainable process to

match alumni with students.

Action 3.1.5.

Develop and implement a plan for the Botanical Gardens to create a university- wide board and to expand its academic mission.

Tactics:

The Dean will work with Facilities Management, University Communications, urbanCORE, and department representatives from Geography and Earth Sciences, Biological Sciences, English, to develop and implement a university-wide plan to elevate the Botanical Gardens in the community and connect with specific community organizations.

The Dean will establish a relationship between the above-mentioned group and the Botanical Gardens' Community Advisory Board.

Objective 3.2.

Extend opportunities for faculty to engage with community audiences.

Action 3.2.1.

Develop a strategy for bringing community partner groups to campus.

Tactics:

The Dean will host a community-partners appreciation reception, that includes nominated community partners from each department in the College.

Action 3.2.2.

Expand Charlotte Teachers Institute, seeking partnerships with more local colleges and universities.

Tactics:

The Dean and Director of the Charlotte Teachers Institute will solicit collaboration with local colleges and universities.

Action 3.2.3.

Expand the reach and target audiences for Personally Speaking.

Tactics:

For each Personally Speaking event, the External Relations and Events Manager will send targeted communication to new relevant organizations or associations that were not previously invited.

The External Relations and Events Manager will cross-market Personally Speaking with other lecture series in the College and departments.

The External Relations and Events Manager will explore the possibility of hosting Personally Speaking at appropriate, off-campus venues.

Objective 3.3.

Increase student and faculty participation in international experiences, including study abroad, globally networked learning, and international research experiences.

Action 3.3.1.

Formalize participation tracking and reporting on international experiences.

Tactics:

The Associate Dean for Academic Affairs will procure baseline data from OIP.

The Associate Dean for Academic Affairs will determine the viability of creating an Internationalization website with periodic updates on events and opportunities.

The Associate Dean for Academic Affairs will create an inventory of existing faculty connections to globally oriented groups .

The Associate Dean for Academic Affairs will consult faculty about how to make global organization relationships sustainable and gather best practices.

Action 3.3.2.

Diversify the majors participating in Study Abroad.

Tactics:

The Associate Dean for Academic Affairs will Develop accessible and flexible participation paths, such as spring break study abroad for general education credit.

The Associate Dean for Academic Affairs will expand the number of STEM students in study abroad through targeted marketing to STEM students about opportunities.

The Associate Dean for Academic Affairs will work with faculty and OIP to increase the number of faculty engaging in Globally Networked Learning.

The Associate Dean for Research and Graduate Education will encourage STEM faculty to apply for National Science Foundation International Research Experiences for Undergraduates Site proposals.

Action 3.3.3.

Incentivize faculty participation in international experiences.

Tactics:

The Associate Dean for Academic Affairs will Work with the College international advisory board; re-introduce college award money for cultivation of sustainable international relationships as well as internationally-oriented community partnerships.

The college will provide funding for GNL course development.

The college will work with UComm to publicize success stories more.

Objective 3.4.

Cultivate industry and nonprofit partnerships.

Action 3.4.1.

Use campus spaces, such as the Science building and Center for STEM Innovation to foster partnerships.

Action 3.4.2.

Develop a plan to increase industry-sponsored and community-engaged research.

Action 3.4.3.

Identify globally-oriented industries and nonprofits in the Charlotte region that CLAS has not engaged with previously and build appropriate connections.

Tactics:

The LEADS Faculty Director will identify additional non-profit partners who will participate in the course-based internship opportunities for students.

Action 3.4.4.

Create an advisory board of leaders in local industry.

GOAL 4

CLAS will set the standard for an equitable and inclusive academic environment that empowers students, staff, and faculty.

Objective 4.1.

Infuse a guiding commitment to DEI and race and social justice into college policies and procedures.

Action 4.1.1.

Adopt revisions produced by a DEI review of college processes, procedures, and policies.

Tactics:

The Senior Associate Dean will work with Chairs to ensure the adoption of revisions.

Action 4.1.2.

Specify the value of race and social justice work in annual evaluation criteria and encourage faculty to include race and social justice work in their five-year plans.

Tactics:

The Senior Associate Dean will work with Chairs on updating annual evaluation criteria and provide models for faculty five-year plans.

Action 4.1.3.

Develop a process for departments to conduct a DEI review of service activities.

Tactics:

The Senior Associate Dean will work with Chairs to develop and implement this process.

Action 4.1.4.

Create rotating service appointments on college committees for smaller departments.

Tactics:

The Associate Dean for Academic Affairs will work with Chairs of smaller departments to develop and implement a rotation schedule.

Objective 4.2.

Enhance faculty and staff governance and leadership policies, practices and resources.

Action 4.2.1.

Apply an overlapping leadership model of incoming and outgoing governance leaders.

Tactics:

The Associate Dean for Academic Affairs will work with Faculty Council to ensure and sustain overlapping leadership.

Action 4.2.2.

Assess and improve faculty development in the areas of leadership and engagement in shared governance.

Tactics:

The Associate Dean for Academic Affairs will work with Faculty Council to develop and implement a governance-focused faculty development plan that is scaffolded and multi-year.

Action 4.2.3.

Review department by-laws to create consistency in chair performance review, as well as selection, succession, and replacement.

Tactics:

The Senior Associate Dean and the Associate Dean for Academic Affairs will supervise a review of department by-laws and propose changes as needed in

2022-23 in order to create consistency in chair performance review as well as selection, succession, and replacement.

Action 4.2.4.

Review and revise Reappointment, Promotion, and Tenure guidelines and annual evaluation criteria to reflect the university's goals and commitments.

Tactics:

The Senior Associate Dean will manage a faculty-led review of the RPT guidelines and evaluation criteria in 2022-23 within the context of supporting the University's Strategic Plan.

Objective 4.3.

Demonstrate leadership in diversity, equity, and inclusion.

Action 4.3.1.

Increase availability and awareness of support resources for students, staff, and faculty.

Tactics:

Working in collaboration with the College DDL Committee, the Senior Associate Dean will develop additional support resources for students, staff, and faculty, and will work to increase awareness of all the support resources available.

Action 4.3.2.

Adopt trauma-informed practices.

Tactics:

The Associate Deans will collaborate to manage a faculty-led review of trauma-informed practices and develop an implementation plan based on that review.

Action 4.3.3.

Develop and initiate a plan to support and retain underrepresented students, staff, and faculty.

Tactics:

The Dean and Associate Deans will work with Chairs to develop and integrate mentoring experiences and affinity and support groups for underrepresented students, staff and faculty.

Objective 4.4.

Graduate a diverse and well-prepared undergraduate student body.

Action 4.4.1.

Enable and celebrate faculty in the use of innovative and inclusive pedagogies to enhance student learning.

Action 4.4.2.

Recruit and retain diverse staff and faculty.

Tactics:

In collaboration with the CLAS DDL Committee, the Senior Associate Dean will develop initiatives to provide diverse staff and faculty with a College work environment within which they can thrive.

The Dean and Associate Deans will train chairs, department, faculty and staff in best practices for recruiting diverse faculty.

GOAL 5

CLAS will establish a distinct identity, celebrating its diversity and interdisciplinarity, as vital to the mission of UNC Charlotte.

Objective 5.1.

Establish the college as an essential and distinct hub of interdisciplinary connections within the university and community.

Action 5.1.1.

Increase awareness of the college's mission and vision, and its role as a center of interdisciplinary activity and excellence.

Tactics:

The Dean will work with University Communications to develop and sustain

internal and external communication campaigns aimed at promoting high visibility of the college, its programs, and people.

Fretwell First Floor branding will be extended in the ten other CLAS buildings.

Action 5.1.2.

Expand interdisciplinary collaborations across campus through community engagement, scholarship, and teaching.

Tactics:

The Associate Dean for Academic Affairs and the Associate Dean for Research and Graduate Education will work with the Office of Interdisciplinary Studies to inventory current collaborations and target specific expansion paths.

Action 5.1.3.

Increase opportunities to celebrate and recognize interdisciplinary activities in teaching, scholarship, and service.

Tactics:

The Associate Dean and the Associate Dean for Academic Affairs will incorporate recognition of interdisciplinary activities at the Annual Faculty Awards celebration and in the Teach Awards criteria..

Objective 5.2.

Develop and grow the Office of Interdisciplinary Studies.

Action 5.2.1.

Establish the Interdisciplinary Studies major.

Action 5.2.2.

Advocate for and support strategic growth of the Office of Interdisciplinary Studies in the areas of research and graduate education.