

University Planning and Quality Council

**Sixteen UNC Tomorrow Phase I Priorities
Aligned with Objectives of UNCW's Strategic Plan**

April 22, 2008

Notes:

- a. UNC Tomorrow Phase I priorities are *coded in red* according to the originating committee (for example, A2 refers to the second priority of Committee A Global Readiness).
- b. Some priorities address more than one objective; in that case the specific actions supporting the objective are indicated parenthetically.
- c. Modifications to the Strategic Plan goals and objectives, made by the University Planning and Quality Council at its April 22 meeting to better align the plan with the spirit of UNC Tomorrow, are indicated **in boldface blue (deletions insertions)**.

GOAL I: Create the most powerful learning experience possible for our students.

Objective 1: Pursue initiatives that promote student retention and graduation, competitive with our aspirant institutions.

Objective 2: Improve the range and quality of student-faculty interactions.

A1 Complete general education revision (Hire 20 new faculty, decrease reliance on part-time faculty, reduce class sizes for writing courses) [Also see Goal I, Objectives 4, 5]

Objective 3: Improve availability of space, equipment, information technology and other support services for various types of classroom experiences appropriate for each discipline.

B1 Expand distance (e.g. BSW, CRJ, teacher licensure) and online courses (e.g. MSBCR)

C1 Increase targeted recruitment efforts to address the shortage of math and science teachers (Expand online offerings in math and science, and designated methods courses of other shortage areas) [Also see Goal V, Objective 5; and Goal VII, Objective 7]

Objective 4: Ensure regular review and development of curricular content, delivery and rigor to meet the undergraduate and graduate programmatic needs of the university, the region and the state.

A1 Complete general education revision (Hire a General Education Director, increase foreign-language requirement) [Also see Goal I, Objectives 1, 5]

F1 Strengthen UNCW's curriculum and research in environmentally related areas, including coastal and marine sustainability (Develop new coursework in energy, sustainability, field methods, geographic information systems and remote sensing of the environment) [Also see Goal I, Objective 10; Goal V, Objective 4; and Goal VI, Objective 7]

Objective 5: Improve experiences for students during initial entry into campus life and at crucial junctures in their education.

A1 Complete general education revision (Require 3-credit FY Seminar) [Also see Goal I, Objectives 1, 4]

- Objective 6: Improve our transfer student transition, experience and achievement.
- Objective 7: Increase graduate student enrollment, and enhance graduate student experience and achievement.
- Objective 8: Regularly review and improve pedagogical frameworks, such as experiential learning, and program-specific learning outcomes.
A2 Implement university-wide program of experiential/applied learning [Also see Goal V, Objective 3]
- Objective 9: Increase the level of support for faculty/student research and scholarly activity at the undergraduate and graduate levels.
- Objective 10: Provide outstanding student recruitment, academic and support programs that advance the university's prestige and impact as an institution of higher education on the national stage.
F1 Strengthen UNCW's curriculum and research in environmentally related areas, including coastal and marine sustainability (Start an approved master's program in environmental studies Fall 2008, develop a joint degree program in conservation biology and environmental conservation, develop a master's program in coastal and ocean policy) [Also see Goal I, Objective 4; Goal V, Objective 4; and Goal VI, Objective 7]

GOAL II: Recruit, retain and develop quality faculty, administration and staff in appropriate numbers.

- Objective 1: Strive for fair and competitive salaries and improved benefits for faculty, administration and other EPA personnel
- Objective 2: Strive for fair and competitive salaries and improved benefits for SPA staff personnel.
- Objective 3: Invest in creative educational, research, service and administration initiatives that clearly advance one or more of the strategic goals of the university.
- Objective 4: Encourage and support professional development and career advancement opportunities and initiatives for faculty and staff.

GOAL III: Embrace and enhance diversity throughout the university's constituencies, culture, curriculum and outreach activities.

- Objective 1: Build a pool of prospective students from underrepresented populations and recruit them to UNCW to develop a rich and vibrant learning environment.
Establish an endowment to fund diversity scholarships
B3 Establish an endowment to fund diversity scholarships (recruitment and retention outcomes) [Also see Goal VII, Objective 4]
- Objective 2: Strengthen relationships with and among all current students.
- Objective 3: Enhance diverse idea exchanges, engagement and the range of learning experiences through outreach relationships with other educational entities.
- Objective 4: Access and utilize the intellectual, cultural and financial resources of the region through outreach relationships with minority community groups, businesses and other entities.
- Objective 5: Recruit, develop and retain a critical mass of diverse faculty.

- Objective 6: Recruit, develop and retain a critical mass of diverse staff and administrators.
- Objective 7: Provide a curriculum that is educationally compelling in its use of diverse ideas, beliefs and backgrounds.

GOAL IV: Create an educational environment that prepares our students to be global citizens.

- Objective 1: Ensure students have access to travel, study abroad and classroom opportunities that foster their ability to participate in a global community.
A3 Nurture global citizenship (Expand the role of the Office of International Programs to become a Center for Global Programs, hire Study Abroad Coordinator, two two-way global video technology packages) [Also see Goal IV, Objective 2]
- Objective 2: Foster an international-friendly environment in Wilmington and the surrounding area.
A3 Nurture global citizenship (Hire International Admissions Officer, fund travel for International Admissions Officer) [Also see Goal IV, Objective 1]
- Objective 3: Provide opportunities for faculty to develop international teaching and research interests.
- Objective 4: Recruit faculty and students from areas of the world consistent with the university's programmatic priorities.

GOAL V: Strengthen the university's regional engagement and outreach activities.

- Objective 1: Partner with the public and private sectors to foster economic development throughout the region.
D1 Provide leadership in Marine Sciences and Marine Biotechnology in North Carolina
D2 Develop partnerships & services, including Campus for Research, Entrepreneurship Service and Teaching (CREST)
D3 Develop entrepreneurship & leadership, including Center for Entrepreneurship and Emerging Ventures (CEEV)
- Objective 2: Provide service to and collaborate with our P-16 educational partners in public schools, community colleges and other universities.
B2 Enhance outreach and partnership programs with the seven community colleges in our region
- Objective 3: Connect theory and practice through service learning programs that enrich academic coursework and serve the region.
A2 Implement university-wide program of experiential/applied learning (Service learning components of experiential/applied learning) [Also see Goal I, Objective 8]
- Objective 4: Apply the intellectual and human capital of the university and its region to address critical quality of life concerns in the service region, including health and the environment.
E1 Implement College of Health and Human Services (Appropriate administrative, personnel and operational funds; and "catalyst" funds to create visible and focused intellectual capability in health area) [Also see Goal VII, Objective 6]
E2 Educate more health professionals

E3 Expand external partnerships for Clinical Training
F1 Strengthen UNCW's curriculum and research in environmentally related areas, including coastal and marine sustainability (Increase faculty and student research on key coastal issues; faculty outreach to management, conservation and commercial interests; and training of students to wisely manage future resources) [Also see Goal I, Objective 4; Goal I, Objective 10; and Goal VI, Objective 7]

Objective 5: Provide campus-initiated experiences that encourage participation in and access to higher education.

C1 Increase targeted recruitment efforts to address the shortage of math and science teachers (Expand Junior Seahawk program by adding four days during school year to one week summer session; sponsor Science Olympiad for middle and secondary school students; expand the NC-MSEN Pre-College Program to UNCW; expand Summer Ventures by adding an additional cohort; conduct workshops and presentations) [Also see Goal I, Objective 3; and Goal VII, Objective 7]

Objective 6: Engage ~~the cross-section of communities that comprise our eight-county service~~ our region in a life of learning for intellectual reward, personal pleasure or career opportunity through high quality continuing studies programs and cultural opportunities.

Objective 7: Strengthen the alumni and parent programs.

Objective 8: Enhance the university's ability to perform larger scale multi-disciplinary applied research programs that focus on issues important to southeastern North Carolina.

G1 Encourage formation of academic community engagement centers and other campus communication and coordinating structures; share administrative support

GOAL VI: Enhance the quality of UNCW's environment and provide a sustainable campus that is attractive, functional and, above all, safe.

Objective 1: Increase the sense of campus community for all members and at all levels of engagement.

Objective 2: Provide dedicated locations to foster community.

Objective 3: Provide comfortable, well-maintained work spaces.

Objective 4: Provide excellent customer service in all business operations for students, faculty and staff.

Objective 5: Improve processes and procedures that ensure safety and security in all facets of campus life.

Objective 6: Establish education and training initiatives for campus violence prevention.

Objective 7: Combine green buildings and operations, and student led initiatives, to increase campus sustainability.

F1 Strengthen UNCW's curriculum and research in environmentally related areas, including coastal and marine sustainability (Include sustainability in new student orientation) [Also see Goal I, Objective 4; Goal I, Objective 10; and Goal V, Objective 4]

F2 Combine green buildings and operations and student led initiatives to increase campus sustainability

GOAL VII: Ensure adequate resources to achieve university goals by increasing public financial support and private giving.

Objective 1: Secure critical educational resources through more equitable funding from the state for UNCW.

Objective 2: Achieve more efficient and effective use of existing resources through reallocation, technology, and linkages between planning and budgeting.

Objective 3: Strengthen the annual giving program.

Objective 4: Develop focused, aggressive planned giving and major gifts programs.

B3 Establish an endowment to fund diversity scholarships (fundraising outcomes) [Also see Goal III, Objective 1]

Objective 5: Enhance foundation and corporate giving to UNCW.

Objective 6: Establish funding sources to meet the expanding capital needs of a growing university.

E1 Implement College of Health and Human Services (Fund the new College of Health and Human Services) [Also see Goal V, Objective 4]

Objective 7: Increase grants, contracts and entrepreneurial activity to enhance the university's programs and projects.

A3 Nurture global citizenship (Building Global Citizens Grants)

C1 Increase targeted recruitment efforts to address the shortage of math and science teachers (Seek grant funding) [Also see Goal I, Objective 3; and Goal V, Objective 5]

Objective 8: Meet the financial needs of students dependent on financial aid.