

# UNC Asheville Strategic Plan - Implementation - Draft 7

Revised 4-4-08

# Liberal Arts

## Undergraduate Education

Goal: UNC Asheville	Strategies	Action #	Action Plan	Action Plan Coordinator	Work Group #	Work Group Participants:	
<b>Undergraduate Education:</b> Serve as the standard of excellence for public liberal arts undergraduate education, emphasizing interdisciplinary learning and exceptional faculty-student mentoring.	Demonstrate and expand our leadership role among public liberal arts colleges.	1	Lead the national conversation about the role of liberal arts in 21st century education by hosting the national headquarters of the Council of Public Liberal Arts Colleges (COPLAC) on our campus.	Jane Fernandes / Bill Spellman	1	All Academic Deans; current and previous COPLAC liaisons; Dir Academic Conferences & Institutes; Public Information Officer; ILS coordinator; 2-3 administrative and facilities support personnel; 2-3 students; 2-3 interested faculty at least one of which is a dept chair; Student Affairs designee; Dir Alumni Relations. [16 members]	
		2	Increase student engagement, retention, diversity, and graduation rates while maintaining or improving selectivity. (See actions 4, 10-14, 18)	Jane Fernandes / Bill Haggard	2	2006 Retention Committee - 3-4 members; Diversity Action Council - 3-4 members; Dean of Admissions; Financial Aid expert (McClellan); Dir Athletics, Recreation, SAIL; Academic Dean in charge of commencement; Dean of Students; Dir Alumni Relations; Dir Distance Ed; Exec. Committee of Faculty Senate - 1-2 members; 2-3 students. [15 members]	
		3	Assure high-quality student-faculty engagement through small classes, balanced faculty work, competitive salaries, and creative learning opportunities.	Jane Fernandes	3	Accreditation Coordinator; Dir, Institutional Research; CIO; Director, Center for Teaching & Learning; Dir, Student Affairs Budgeting & Assessment; Academic Deans; all Vice Chancellors; 1-2 members Faculty Senate; 2-3 students. [17 members]	
		4	<b>Undergraduate Education:</b> Model, inspire, reward, and celebrate intellectual pursuit, creative and confident inquiry, and active engagement with the world around us as our highest order of responsibility and joy.	Hire, encourage, and reward talented teachers and scholars who demonstrate a commitment to academic rigor, the overall undergraduate experience, and substantial engagement with students and the campus community.	Jane Fernandes	4	Chair, Faculty Senate; Chair, Faculty Welfare Committee; Faculty assembly rep; 2 members of Faculty tenure/promotion committee; 2-4 interested faculty members not in leadership roles; 1-2 new tenure-track faculty members; All academic deans; VC Student Affairs or designee; 1-2 members of UR group; someone from academic advising office; [16 members]
		5		Increase faculty salaries to 80% of peers while improving search process	Jane Fernandes	5	Academic Deans, Executive Committee of Faculty Senate, FWD, 2-3 newly recruited faculty, 2-3 members of Provost Search Committee including Bruce Larson, co-chair;

## Undergraduate Research

<b>Undergraduate Research:</b> UNC Asheville will be the leading undergraduate research institution for faculty-mentored, student-directed Undergraduate Research.	Establish participation in undergraduate research as a universal, year 'round opportunity in all disciplines, a priority in practice and in funding, and a faculty expectation.	6	Demonstrate and expand our leadership role in Undergraduate Research by sustaining National Council on Undergraduate Research (NCUR) Proceedings here and bringing NCUR national headquarters to UNC Asheville.	Ed Katz	6	UR Director & committee members; Bob Yearout, other previous directors; 2-3 members of faculty senate; 2-3 faculty members heavily involved in UR; 2-3 students involved in UR; VC Alumni & Development; Director, AGC; [15 members]
		7	Outline process for establishing participation in undergraduate research as a universal, year 'round opportunity in all disciplines.	Ed Katz	7	2-3 members of UR group; 1-2 members of Student Affairs leadership; 2-3 members Faculty Senate; 2-3 Department chairs (at least one whose department is not heavily involved in UR); one Academic Dean; member of Alumni & Development group; Registrar; assure overlap and/or coordination w/Work Group #4;
<b>Undergraduate Research:</b> Assure continual stewardship of the	Support the Undergraduate Research program's infrastructure, faculty/student participation, and seek higher national prominence.	8	Enhance the physical presence, develop ongoing funding, and support dedicated leadership;	Director, Undergraduate Research	8	UR Director & committee members; 2-3 students; AVC campus operations; 2 campus operations staff involved in facilities planning; Registrar; Dir, Academic Budgeting; Chair,

Goal: UNC Tomorrow

5.3	Refine and adjust the tenure, promotion, and incentive system to place greater value on faculty involvement and engagement in applied research and outreach
4.1.1	Prepare students for 21st century
5.8	Establish accountability and performance measures that demonstrate success in carrying out the mission
4.1.1	Prepare students for 21st century
5.4	Prepare for wide-scale faculty retirement and increase efforts to recruit and retain high-quality faculty.

4.7.3	Create a mechanism for applying research and scholarship to address significant issues
4.6.2	Leverage research expertise to address energy/ environmental issues

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### Campus Experience

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<b>Undergraduate</b> program and deepen its focus on societal concerns.	Focus our Undergraduate Research efforts on addressing our region's and society's most pressing issues and concerns.	9	Encourage and facilitate Undergraduate Research opportunities related to community-based issues and community collaboration.	Director, Undergraduate Research	8	IDC; 2-3 members faculty senate; member of Alumni & Development group. [14 members]	4.7.1 Apply, translate, and communicate research and scholarship to broader audiences
		10	Increase on-campus student residence/beds to shift the proportion of students living on campus from 1/3 to 1/2 by 2017.	Bill Haggard	10	2-3 Student Affairs designees; Student affairs budgeting & assessment; Housing Operations coordinator; 2-3 facilities planning people; 2-3 interested faculty members; campus police rep; 2-3 resident students; Dean of Admissions or designee; Dir, Design & Construction; Representative from Finance; [15 members]	4.1.1 Prepare students for the 21st century
<b>The Campus Experience: Engage all students in a robust campus learning experience based on community responsibility, learning, respect, and service.</b>	Heighten expectations and opportunities for student engagement in campus life: Outdoor/ recreation activities, athletics, citizenship responsibilities, meaningful and well-paid on-campus student employment, leadership and service learning, and student participation in campus decision-making.	11	Increase number and percentage of full time students. <span style="color: red;">(Relates to Actions # 2, 10, 12-14, 16-19)</span>	Dean of Admissions	11	Admissions & Financial Aid staff, Institutional Research; Student Affairs reps; Dir Athletics, Recreation, SAIL; Academic Dean in charge of commencement; Faculty Senate reps, 1-2 members; Registrar; 2-3 students. [14 members] NOTE: <span style="color: red;">Coordination w/Group 2 is</span> needed to address campus culture, diversity, and retention components of this goal.	4.2.1 Increase access for traditional students, non-traditional students, and life-long learners
	Increase options for meaningful on-campus engagement for resident and commuter students, including on-campus employment and internships <span style="color: red;">(Relates to #2).</span>	12		Bill Haggard	12	Financial Aid expert, Career Services Dir; Bursar; Human Resources staff, Payroll expert; Dean of Students; 2-3 administrative support specialists, 2 UR faculty, Dir SAIL, Resident Community Director, Dean of Admissions designee, Development designee, NEMAC rep; 2-3 students [17 members]	
	Strengthen opportunities and expectations for faculty involvement with on-campus life, including citizenship expectations, advising student organizations, and mentoring. Expand faculty orientation to out-of-classroom experiences.	13	Expand faculty involvement in on-campus life with students.	Chair, Faculty Welfare & Development Committee	13	Will rely on outcomes of <span style="color: red;">Group #4 work</span> ; In addition to <span style="color: red;">Group #4</span> representatives, this Group should include Community Directors, Dir SAIL, students, and knowledge/planning for future opportunities for on-campus housing for faculty who choose greater involvement.	

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## Public

### Diversity & Inclusion

Goal: UNC Asheville	Strategies	Action #	Action Plan	Action Plan Coordinator	Work Group #	Work Group Participants:
<b>Diversity &amp; Inclusion:</b> Intentionally reflect the vibrant demographics, in all its complexity, of our city, our region, our State, and beyond.	Practice the kind of inclusion that goes beyond minority statistics (curriculum, perspectives, opportunities, ideas, and experiences); enhance the University experience for everyone.	14	Create a holistic and specific definition of diversity that targets our responsibility in relation to underrepresented groups. Develop specific student, faculty, and staff recruitment plans to meet those responsibilities.	Jane Fernandes	14	Chair & members of Diversity Action Council: Minority Affairs Committee rep; members of Center for Diversity Education; Dir Intercultural Center; Student Affairs coordinator for International Students; Dir, Human Resources; Diversity Intensive subcommittee rep; rep from NCCCR; Faculty Senate designee; Dean of Admissions; Dir Public Information; General Counsel, Affirmative Action Officer. [ 12 members]
		15	Assure that faculty and staff in all departments work to make their membership more diverse and their department culture more inclusive and welcoming each year.	Deborah Miles	15	Vice Chancellors from each division; designees appointed by VC's; members of Diversity Action Council; Institutional Research staff; Human Resources Staff; Affirmative Action Officer; Provost office staff; Public Information staff member; [12 people]
	<b>Diversity &amp; Inclusion:</b> Assert and demonstrate our individual and collective responsibility to invite, honor, and learn from our differences, as preparation for an increasingly interconnected world.	Demonstrate inclusiveness with specific curricular expectations and funding for intercultural experiences such as regional, national, and international study across disciplines, the hosting of international students on campus, and geographically diverse travel and understanding.	16	Expand student curricular and educational opportunities away and abroad, and increase intercultural experiences on campus.	Jane Fernandes	16

### North Carolina

<b>North Carolina:</b> Attract, retain, and graduate North Carolina students of high academic promise by eliminating financial barriers.	Assure access and affordability by meeting the demonstrated financial need of students regardless of financial circumstances.	17	Meet the demonstrated financial need of all qualified students with on-campus employment, scholarships, and grants.	Financial Aid leader / Fundraising leader	17	Financial Aid staff; a Banner Finance expert; Asst to the Chancellor for External Affairs; Major Gifts officer; VC Finance & Operations; 2-3 students on financial aid. [10 members]
<b>North Carolina:</b> Furnish North Carolina's economy with highly accomplished thinkers, negotiators, planners, collaborators, and problem-solvers.		18	Increase graduation rate and actual number of graduates serving North Carolina.	Jane Fernandes / Bill Haggard	2	<b>Work Group #2</b> will be responsible for this action, which is an outcome of several combined initiatives. Significant Overlap with goals of <b>Work Groups #10-14; 16; 17;</b>
<b>North Carolina:</b> Assure that our campus, our region, and our State understand how uniquely positioned we are to define the practical, life-long value of a liberal arts education in the 21st century.		Fund and implement a comprehensive, coordinated marketing and communications plan and refines and updates the perception of UNC Asheville among North Carolinians.	19	Engage a branding/marketing effort and create a fully functioning communications department and robust web presence. Align the efforts of all constituencies to assure consistency of communications internally and externally.	Bill Massey	19
	Coordinate with UNC Tomorrow to understand and respond to the needs of North Carolina for the next generation, in concert with our mission.	20	Complete Phase I and II of UNC Tomorrow; Use the results to create University priorities for the 2010-12 biennium.	UPC Chair & Vice Chair	20	University Planning Council

Goal: UNC Tomorrow

- 4.2.5 Increase educational attainment of under represented populations
- 4.4.5 Facillate inclusive discussions on important community issues
- 4.1.3 Expand International Partnerships
- 4.24 Increase Financial Aid options
- 4.1.1; Prepare students for 21st century; Increase
- 4.2.1; access for all students; educate more health
- 4.5.2; care professionals (pre-health students);
- 4.3.1; More & better teachers; Science & Math
- 4.3.2 teachers;

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Public Asheville

<u>Goal: UNC Asheville</u>	<u>Strategies</u>	<u>Action #</u>	<u>Action Plan</u>	<u>Action Plan Coordinator</u>	<u>Work Group #</u>	<u>Work Group Participants:</u>	<u>Goal: UNC Tomorrow</u>
<p><b>Asheville region:</b> Share responsibility with our partners in Asheville and Buncombe County to bring forth our collective talents to help shape the economic, societal, and cultural future of our community.</p>	<p>Match our community collaborations – including many of our Undergraduate Research efforts – in the areas of the Environment, Health &amp; Wellness, Craft &amp; Art, Climate &amp; Technology, developing teachers, and NCCCR with the needs of our community.</p>	21	<p>Consult with the community on the priorities and urgency of local and regional collaborations. Example: affiliate with local public schools to help address their most urgent needs as we develop new teachers.</p>	<p>Bill Massey / Associate Provost</p>	21	<p>Dir, H&amp;W; H&amp;W faculty; Dir Pre-Health Professions program; Chair Pre-Health committee; Chair Environmental Sciences; Landscape Architect; Dir, EQI; Dir Craft Campus; Dir AGC; Dir NCCCR; Dir Education Dept; VC Alumni &amp; Development; Dir Public Information; Asst to the Chancellor for External Affairs (2); 1-2 UR committee members; Key Center rep; Diversity Action Council rep; 2-3 students; Dir Leadership Programs; 2-3 Trustees? [15 members]</p>	<p>More &amp; better teachers; More science &amp; math teachers; Lead in economic transformation; promote arts &amp; cultural enrichment; Lead in improving health &amp; wellness; Educate more health care professionals (pre-health students); Inter-institutional collaborations; Embrace environmental sustainability as a core value among its institutions; Increase community awareness of environmental and sustainability issues;</p> <p>4.3.1; 4.3.2; 4.4.1; 4.4.4; 4.5.1; 4.5.2; 5.7; 4.6.1; 4.6.3</p>

# Sustainability

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Goal: UNC Asheville		Strategies	Action # Action Plan	Action Plan Coordinator	Work Group #	Work Group Participants:	Goal: UNC Tomorrow
Economic	<b>Economic Sustainability:</b> Demonstrate the value of UNC Asheville's distinctiveness within the UNC system so that our optimal size and liberal arts mission are acknowledged and rewarded within the State formula for funding higher education.	Engage the UNC General Administration and the NC General Assembly to encourage a funding formula that acknowledges and rewards UNC Asheville as the State's only public liberal arts university.	22	Chancellor	22	Assistants (2) to the Chancellor; VC Finance & Operations; Dir Institutional Research; Asst to the Chancellor; Chief of Staff; Budget Director; Faculty Assembly rep + 2 faculty; SGA president + 2 other students; Staff Assembly rep [14 members]	
	<b>Economic Sustainability:</b> Increase private funding to assure the University's ability to fulfill its commitments to generations of students and citizens of North Carolina.	Align the participation of alumni and the community relationships to assure the success of an aggressive fundraising effort. Prepare adequately for this effort by expanding our Alumni & Development division.	23	Bill Massey	23	VC Alumni & Development; VC Finance & Operations; Dir Public Information; Dir Publications; Dir Advancement Services; overlap w/Work Group #14; campaign consultant(s); Dir Alumni Affairs; 2-3 faculty involved in Centers and other external enterprises; 2-3 students [13 members]	5.6 Continue to seek an efficient use of available resources in the fulfillment of the mission.
			24	Jim Kuhlman & Archer Gravely	24	A subset of UPC. Additional budget and ITS advisors as needed.	5.6 Continue to seek an efficient use of available resources in the fulfillment of the mission.
Social Sustainability	<b>Social Sustainability:</b> Build a respectful, vibrant, responsible and inclusive campus community for everyone that encourages academic, civic, and public engagement.	Practice the kind of inclusion that goes beyond minority statistics (curriculum, perspectives, opportunities, ideas, and experiences); enhance the University experience for everyone.  Invest in the people who sustain our University by encouraging participation in cultural events, athletics, student programs, recreation, workplace wellness, and academic and leadership ceremonies.	14  4, 13, 25, 26	Jane Fernandes	14	Chair & members of Diversity Action Council; Minority Affairs Committee rep; members of Center for Diversity Education; Dir Intercultural Center; Student Affairs coordinator for International Students; Dir, Human Resources; Diversity Intensive subcommittee rep; rep from NCCCR; Faculty Senate designee; Dean of Admissions; Dir Public Information; General Counsel, Affirmative Action Officer. [ 12 members]	4.2.5 4.4.5 Increase educational attainment of under represented populations; Facilitate inclusive discussions on important community issues
	<b>Social Sustainability:</b> Invest in student development and success.	Invest in financial aid, the residential campus experience, diversity, and a better communication with applicants about the University. Expand student involvement in campus decisions and student responsibility for shaping the campus climate.	2	Jane Fernandes / Bill Haggard	2	2006 Retention Committee - 3-4 members; Diversity Action Council - 3-4 members; Dean of Admissions; Financial Aid expert (McClellan); Dir Athletics, Recreation, SAIL; Academic Dean in charge of commencement; Dean of Students; Dir Alumni Relations; Dir Distance Ed; Exec. Committee of Faculty Senate - 1-2 members; 2-3 students. [15 members]	4.1.1 Prepare students for the 21st century
	<b>Social Sustainability:</b> Invest in faculty development and success.	Enhance the faculty experience by improving professional development opportunities, diversity, career satisfaction, and generational succession planning.	25	Jane Fernandes	25	<b>Work Groups #4, #5, #7, #13, and #14 are addressing part of this action.</b> Group #23 could focus on preparing for generational changes: Chair FWD; overlap members from above Work Groups; Dir HR; Dir CTL; 2 newer faculty members; 2 longer-time faculty members; Dir OSSP; Dir Distance Ed; members of Tenure & Promotion Committee; at least one Dept Chair and at least one Academic Dean.[13 members]	5.4 Prepare for wide-scale faculty retirement and increase efforts to recruit and retain high-quality faculty.
	<b>Social Sustainability:</b> Invest in staff development and success.	Enhance the staff experience by expanding professional and leadership development opportunities, diversity, and opportunities for engagement with students and the educational enterprise.	26	Buffy Bagwell	26	Members of HR staff, including Training Manager and Compensation Specialist; members of CSAC, HR advisory council; 2 Dept Chairs; 1 Academic Dean; Dir Leadership Programs; Dir Institutional Research; members of Diversity Action Council, ITS, Facilities, UR program, Finance, Student Affairs. Work may intersect with some aspects of <b>Group #25</b> [14 members]	5.5 Increase efforts to attract and retain high-quality staff at all levels

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Sustainability

Environmental

Goal: UNC Asheville

Strategies

Action #

Action Plan

Action Plan  
Coordinator

Work  
Group #

Work Group Participants:

Goal: UNC Tomorrow

**Environmental Sustainability:**  
Build on our state-wide leadership and recognition for environmental stewardship through continued academic inquiry, energy efficiency, conservation, and green building practices. Pursue creative, respectful, mission-focused campus expansion.

Serve as a model and leader in environmental scholarship, service, and practice; Shape our academic and social practices through the lens of environmental literacy and sensitivity.

27

Pursue creative daily practices of sustainability and responsibility; Establish sustainable best practices in technology, infrastructure and campus planning.

Associate  
Provost /  
Campus  
Operations

27

Academic Policies committee reps; Chair ILSOC; Campus Architect; Dir Outdoor Programs; Craft Campus rep; VC Student Affairs designee; residence hall staff; 2-3 students; SGA & other student groups; H&W rep; Chair Environmental Studies; student environmental center reps, facilities reps involved in recycling, members of Finance Dept, Publications, Alumni & Development, UR; 2 interested faculty, 2 interested staff members.

4.6.1;  
4.6.3

Embrace environmental sustainability as core value; Increase community awareness of environmental and sustainability issues