

Seizing the Future:

Opportunities Challenges for the College of Arts & Sciences in a Comprehensive University

Queens University of Charlotte is enjoying a time of anticipated growth and profound change. We have assumed the title of comprehensive university, a title that names what has long-been a reality. We have shifted from a college identity to that of a university that places the liberal arts at its center, a university that fosters pre-professional and professional training enveloped in the mantle of the liberal arts. One that allows students the ability to think freely, critically, and broadly as they grow toward noble lives, productive careers, and responsibly active citizenship.

Strategic thinking and planning requires looking forward, taking into account historical strengths, future trends, and unique opportunities. It requires assuming an effective role in shaping the future and recognizing what should be, as well as what might be. Higher education, and especially the comprehensive university with the liberal arts at its center, has a special role to play in shaping the future. We have the freedom and responsibility to educate the next generation of thinkers, citizens, and leaders and to do so within the context of increased expectations of accountability and harder-to-attain external funding. Queens faces significant challenges that can only be met by the thoughtful analysis of those forces shaping our future and our willingness to act on what we believe should be done to fulfill our mission with the highest degree of excellence.

With this Strategic Plan, the College of Arts & Sciences embraces those challenges and reaches for the opportunities to prepare our students for a world that is more global, more diverse, and more technological. Over the next five years, CAS will assume its newly defined role and grow into its identity as the intellectual core of a comprehensive university. The College of Arts and Sciences will respond to internal and external changes and will provide knowledge and leadership to shape those changes in the best long-term interests of the university and society.

Dr. Betty J. Powell

Dean, College of Arts & Sciences

Queens University of Charlotte

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The CAS Strategic Planning Committee

Department and Division Chairs:

Dr. Dimitra Acheson, Chemistry

Dr. Chris Allegretti, Psychology

Dr. John Bennett, Communication

Dr. Siu Challon- Lipton, Art

Dr. Jim Glenn, Music (replaced Dr. Nitsch)

Dr. Richard Goode

Dr. Mark Kelso, Political Science/International Studies

Dr. Lynn Morton, English/Drama

Dr. Paul Nitsch, Music

Dr. Reed Perkins, Environmental Science/Physics

Dr. Kent Rhodes, Biology

Dr. Michele Shaul, Foreign Language

Dr. Mike Tarabek, Math

Dr. Andy Tucker

Dr. Bob Whalen, History

Program Directors and Staff:

Dr. Mike Kobre, Director, MFA in Creative Writing

Dr. Eric Liene, Director, John Belk International Program

Mr. Bill Means, Director, Internships and Career Resources Programs

Ms. Amy Sullivan, Asst. Director, Internships and Career Resources Programs

Ms. Dre Alford, Manager of Internships

Facilitated by Dr. Betty J. Powell, Dean, College of Arts & Sciences

College of Arts & Sciences Strategic Plan, 2007-2012

College of Arts & Sciences Mission

Approved by the CAS Faculty October 30, 2007

The College of Arts and Sciences educates students in the tradition of the liberal arts to prepare them for noble lives, productive careers, and responsibly active citizenship in an increasingly diverse, technological, and global society.

Through its curricular and co-curricular programs, the College of Arts and Sciences transforms lives by providing students with opportunities to develop

- a disciplined mind for critical thinking and creative problem solving;
- intellectual curiosity and a life-long love of learning;
- enduring and transferable skills, especially the ability to communicate effectively in writing and speaking;
- a personal philosophy of life reflecting high ethical standards, spiritual values, and a commitment to service;
- qualities of leadership and the skills to work creatively with others;
- the foundations for a life of active citizenship, from the neighborhood to the world;
- a knowledge and appreciation of cultures.

College of Arts & Sciences Vision

Approved by the CAS Faculty October 30, 2007

The College of Arts & Sciences will become recognized as the intellectual core in a comprehensive university that provides students with an exceptional liberal arts education. The learning experience will be broad and enriching and will impart enduring skills that lead to success. Graduates of the College of Arts and Sciences will be distinguished by breadth of knowledge, experience, integrity, professionalism, and, most importantly, their preparedness for noble lives, productive careers, and responsibly active citizenship within a global context.

1. Distinguish CAS for Academic Excellence

Strategic Initiatives:

- Enhance the vibrancy and diversity of the academic program by providing appropriate support for existing majors and programs and exploring the addition of new ones, undergraduate and graduate, within traditional and emerging disciplines;
- Explore creative and innovative synergies among and across existing programs and units;
- Ensure a strong liberal arts foundation that provides breadth of knowledge and understanding of different modes of inquiry;
- Hold Academic Excellence Symposia to define academic excellence and identify benchmark standards for excellence;
- Intentionally target professional conferences, meetings, and events that will showcase CAS faculty and staff accomplishments; encourage professional activity; increase the contributions of faculty, staff, and students to the enrichment of the University's civic, educational, economic, and international communities; and raise the College's local and regional profile, i.e. Diversity Council of the Carolinas, SACS, AAC&U;
- Continue to move CAS into a culture of "creative synthesis" that will allow for continuous advancement and improvement.

2. Distinguish CAS for Student Success

Strategic Initiatives:

- Attract well-prepared and intellectually curious students;
- Provide academic majors and programs that attract and retain a diverse student body;
- Ensure a high level of academic challenge and reward in all programs;
- Provide a broad array of courses within majors;
- Identify and promote a student-centered and learner-centered model of undergraduate education throughout CAS;

- Enhance the Internship and Career Resources Office to fulfill its strategic plan;
- Create and maintain bridges between CAS, Student Life, and the Chaplain's Office to design curricular and co-curricular connections;
- Work with Student Life to provide a welcoming environment for a diverse student population;
- Offer opportunities for students to explore spirituality;
- Create and maintain bridges between CAS and Athletics to support student athletes;
- Institutionalize successful retention methods and provide appropriate resources;
- Increase opportunities for local and global student engagement;
- Develop an environment that supports student research;
- Provide opportunities for recognizing student achievement;
- Provide funding for student intellectual/professional development;
- Provide programs and services that will enable students to proceed to graduate study and/or successful and enriching careers;
- Fully fund the JBIP to increase student opportunities for global experiences.

3. Attract, Retain, and Support an Outstanding and Diverse Faculty and Staff

Strategic Initiatives:

- Institute creative recruiting strategies that will build a diverse faculty and staff;
- Provide ongoing development of faculty and staff;
- Offer development specific to part-time faculty and offer development and rewards to those who have demonstrated excellence and commitment;
- Institutionalize opportunities for faculty and staff to showcase their professional, scholarly, and/or creative work;
- Work with the VPAA and Faculty Council to create a faculty load model that will offer flexibility and will move toward a 3/3 teaching load.

4. Secure Our Financial Future, Enabling CAS to Thrive

- Develop and implement a plan to forge strong connections between CAS and specific donors (possibilities include a CAS Dean's Board of Advisors and a Dean's Club);

- Maximize existing funding resources (i.e., Friend's organizations in CAS);
- Aggressively identify funding organizations/foundations to fund CAS initiatives.

5. Raise the Profile of CAS in Charlotte and Other Relevant Markets

- Aggressively market CAS as the intellectual, cultural, and ethical resource for the Charlotte community;
- Explore the opportunities with the Redlair property for disciplinary and interdisciplinary use;
- Explore opportunities for connecting the arts on campus to create an artistic presence both on campus and in the Charlotte community;
- Offer a Visiting Writers Series through the English department;
- Continue to identify outreach and service opportunities that highlight Queens as a Charlotte community asset.