

A&T PREEMINENCE: **TAKING THE MOMENTUM TO 2023** BLUEPRINT FOR COLLEGE SUCCESS

Strategic Plan 2018-2023



COLLEGE OF ARTS,
HUMANITIES AND
SOCIAL SCIENCES



**NORTH CAROLINA AGRICULTURAL
AND TECHNICAL STATE UNIVERSITY**

A CONSTITUENT INSTITUTION OF THE UNIVERSITY OF NORTH CAROLINA SYSTEM



MESSAGE FROM THE DEAN



Frances Ward-Johnson, Ph.D.
Dean, College of Arts,
Humanities and Social Sciences

With input from our leadership team, and meetings with students, faculty and staff, the College of Arts, Humanities and Social Sciences developed a strategic plan that aligns with our university's strategic plan, *A&T Preeminence: Taking the Momentum to 2023*. The plan will guide our college's programming, services and scholarly research and will be a roadmap as we provide students with a global educational experience, preparing them to excel in an ever-changing and competitive international job market.

Listening sessions with students, faculty and staff focused on the college's strengths, developmental needs, and opportunities. Therefore, we identified goals and created strategies and initiatives that synergistically connect to the university's goals.

In this strategic plan, we have included targets and focus areas that highlight a clear and distinctive pathway forward for the College of Arts, Humanities and Social Sciences as we embark upon the next five years.

Sincerely,

Frances Ward-Johnson

”
Our college achieves its successes through the collective strengths of our students, faculty and staff.
“

Dean Frances Ward-Johnson



COLLEGE OF ARTS,
HUMANITIES AND
SOCIAL SCIENCES

North Carolina A&T State University
Greensboro, NC 27411
Phone: (336) 334 -7806
fward@ncat.edu



LAYING THE FOUNDATION FOR LIFE

With six departments and more than 30 degree programs, the College of Arts, Humanities and Sciences is one of the largest academic units at North Carolina A&T State University, and it is at the heart and hub of any well-rounded course of study, irrespective of a student's major.

All university students take English, history and other required subjects through the College of Arts, Humanities and Social Sciences. Those courses provide the foundation for their declared majors and future careers. Excellent instruction, internships, study abroad programs and service-learning opportunities allow students in the college to hone their critical thinking skills, engage in contemporary research, and develop creative problem-solving abilities.

Programs within the college have a sustained history of academic excellence. A&T is one of the largest producers of undergraduate degrees awarded to African Americans in the visual and performing arts. Its theater program, accredited for more than 30 years, is one of only five accredited programs at the nation's historically black colleges and universities (HBCUs), and is the third oldest among the programs. The music program has been accredited for more than 25 years and is among the top 18 oldest accredited programs at the nation's HBCUs. Furthermore, A&T is one of the top campuses for master's degrees awarded to African Americans in English, literature and letters. The University's Journalism and Mass Communication Department is one of only two accredited programs in

the UNC system and is one of only seven accredited programs among the country's HBCUs. Since 2019, the college has garnered more than \$1.7 million in federal and private grants for its humanities' programs.

The college achieves its successes through the collective strengths of its students, faculty and staff, who help guide programming consistent with employment trends that capitalize on the elements of an arts, humanities and social sciences education. Students are prepared to be workforce ready and equipped for graduate and professional schools.

Overall, the college's trajectory is strong as it moves into the future with this robust strategic plan.

MISSION

The mission of the College of Arts, Humanities and Social Sciences is to prepare students for a global workforce by providing high quality academic programs, scholarly research and services that are innovative and interdisciplinary. The college embraces the mission of the university as a land-grant doctoral institution with a commitment to excellence in all disciplines.

CORE VALUES

Teamwork

Exhibited by a collaborative and cohesive work environment.

Open communication

Displayed by meaningful, respectful and candid dialogue with others.

Achievement

Demonstrated by providing opportunities and rewards based on excellence and placing high importance on grit—getting work done regardless of roadblocks.

Accountability and ethics

Established by honesty, excellent character and high standards.

Cultural Understanding

Determined by a learning environment that allows diversity of thought and ideas.

Fairness

Demonstrated by respecting the rights of all those who work with us.

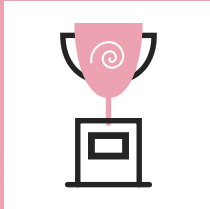
VISION

The College of Arts, Humanities and Social Sciences is a thriving academic community with clear messaging that conveys our values, accomplishments and relevance, as we achieve goals set for our students, faculty and staff.

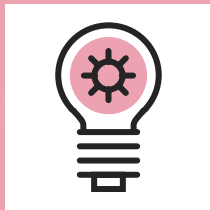


GOALS, STRATEGIES AND INITIATIVES

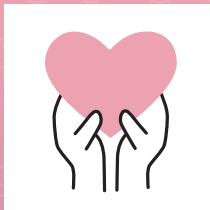
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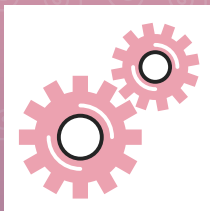
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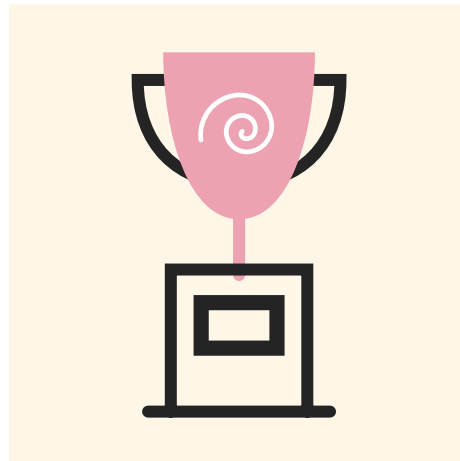
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GOAL 1

The College of Arts, Humanities and Social Sciences will commit to excellence in teaching, research and engagement.

College Strategy 1.a

Develop a plan of action to be widely recognized as one of the nation's leading Colleges of Arts, Humanities and Social Sciences, with clear differentiation from other top programs in the nation.

Initiatives

1.a.1 Analyze how the college distinguishes itself as a top program and strengthen brand strategy to enhance recruitment of outstanding students and faculty.

1.a.2 Provide faculty with a deeper knowledge of the issues and opportunities facing liberal arts colleges and disseminate that knowledge internally and externally.

1.a.3 Analyze ways to elevate and improve academic programming, services and scholarly research.

1.a.4 Benchmark goals and services with aspirant universities.

College Strategy 1.b

Provide clear academic advising goals and continuous assessment to enhance retention and curricula efforts.

Initiatives

1.b.1 Conduct consistent advisor training workshops throughout each academic year to engage faculty in discussions about successful advising techniques and departmental, transfer and general education requirements.

1.b.2 Provide regular engagement and training sessions about college and university policies and procedures annually for part-time faculty.

1.b.3 Continuously assess departmental and general education courses each semester as a way to measure consistency and meet SACS requirements.



College Strategy 1.c

Accelerate the plan to enhance and expand the University Writing Center to support additional students and engage more faculty.

Initiatives

- 1.c.1 Double the number of writing center tutors from five to 10 to serve students online and in academic and residential locations.
- 1.c.2 Increase the staff of the writing center to assist with expanded services.
- 1.c.3 Explore moving the writing center to a more central location for student accessibility.
- 1.c.4 Provide more seminars, classroom visits and other programming for faculty and staff.

College Strategy 1.d

Continue to devise innovative programming around writing to enhance student performance, retention and achievement.

Initiatives

- 1.d.1 Offer a Summer Bridge Program to help first-year students improve writing skills that will contribute to their college success.
- 1.d.2 Offer a Technical Writing Certificate to connect disciplines in science, engineering, technology, math, business and agriculture.
- 1.d.3 Explore a digital humanities course that connects with numerous disciplines across the campus.

College Strategy 1.e

Implement a plan to enhance retention, persistence, graduation and placement rates within the college.

Initiatives

- 1.e.1 Continue to support the Career Services satellite office and coordinator in the college to better assist students in resume writing, internships and job searches.
- 1.e.2 Host significant employer visits to the college and its departments, solidifying jobs and internships for students.
- 1.e.3 Continue to support the role of the professional academic advisor position with the college.
- 1.e.4 Implement a robust plan to grow the student services area with the college.



College Strategy 1.f

Establish a plan to improve and support faculty development across their career span.

Initiatives

1.f.1 Host workshops and endorse one-on-one faculty sessions with faculty fellows from the Center for Teaching Excellence and promote their work among college faculty.

1.f.2 Develop seminars for college faculty with the Center for Leadership and Organizational Excellence and external leadership consultants.

1.f.3 Provide travel grants for external workshops and seminars to enhance faculty skills and development

College Strategy 1.g

Integrate a plan to support more student and faculty research collaborations.

Initiatives

1.g.1 Implement a summer undergraduate research initiative where students and faculty partner on research writing and conference presentations.

1.g.2 Hold a College of Arts, Humanities and Social Sciences Research Showcase to highlight the various research of all six departments.

1.g.3 Increase student submissions to the A&T undergraduate research forum each semester.

1.g.4 Increase travel support for students and faculty who present together at local, regional and national conferences.

College Strategy 1.h

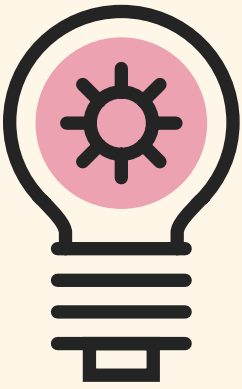
Offer new programming that connects the College of Arts, Humanities and Social Sciences to other colleges and disciplines, building partnerships and student skills simultaneously.

Initiatives

1.h.1 Advance the Criminal Justice Program by developing a cybersecurity concentration that will intersect with the University's Cybersecurity Center.

1.h.2 Offer a Technical Writing Certificate to connect disciplines in science, engineering, technology, math, business and agriculture.

1.h.3 Investigate a science communication graduate program with the Joint School of Nanoscience and Nanoengineering.



GOAL 2

The College of Arts, Humanities and Social Sciences will commit to cultivating an intellectual climate that encourages the creative exchange of ideas and raises the quality of the professional environment.

College Strategy 2.b

Increase and expand graduate programming within the college to attract and retain high achieving students.

Initiatives

2.b.1 Develop innovative graduate programs in Criminal Justice, Public Relations Management, Global Studies, and Fine Arts.

2.b.2 Increase the number of students in the master's program in English and African American Literature by 40 percent.

2.b.3 Increase the number of graduate student scholarships by four per year. 2.b.4 Increase the number of graduate faculty hired in programs throughout the college.

College Strategy 2.a

Strengthen faculty scholarship standards across the college.

Initiatives

2.b.1 Revive the College's Standards Committee to explore college and departmental tenure and promotion standards on scholarship and other policies.

2.b.2 Provide increased support for faculty research presentations and publications through reassigned time.

2.b.3 Explore a program with the North Carolina Humanities Center to provide fellowships for faculty seeking to complete summer research projects.







GOAL 3

The College of Arts, Humanities and Social Sciences will commit to elevating and expanding public service and community engagement to create a premier educational experience that addresses global issues.

College Strategy 3.a

Develop additional partnerships focused on students' academic achievement and success with internal and external constituents.

Initiatives

3.a.1 Host successful national and regional events within disciplines, including College Media Association, Gibbs Lecture and Student Conference, National Black Journalism Association Short Course, and Chancellor's Town and Gown, that will bring together students, faculty and the community.

3.a.2 Enhance the Professional Advisory Board membership and host two board meetings per academic year.

3.a.3 Continue Dean's Student Advisory Board, holding monthly meetings with students representing each department and the Student Government Association.

3.a.4 Work with college's director of development to build foundation, corporate and alumni relations.

College Strategy 3.b

Rebuild the university galleries' reputation and outreach, offering enhanced local, regionally and national programming for students, faculty and the community.

Initiatives

3.b.1 Create a University Galleries website and explore additional partnerships and funding for programming and exhibitions.

3.b.2 Implement a University Galleries Advisory Board to assist with strategic planning and community outreach.

3.b.3 Hire additional Gallery staff to contribute to service outreach.

3.b.4 Upgrade Gallery facilities to modernize the space for accommodation of additional visitors.

3.b.5 Build partnerships with other colleges and universities to expand academic programs.

3.b.6 Explore the development of a curatorial program.

College Strategy 3.c

Integrate study abroad, internships and community-based learning into students' educational experiences.

Initiatives

3.c.1 Offer customized study abroad programs focused on arts, humanities and social sciences disciplines to assist in the University's goal of 10 percent study abroad by 2023.

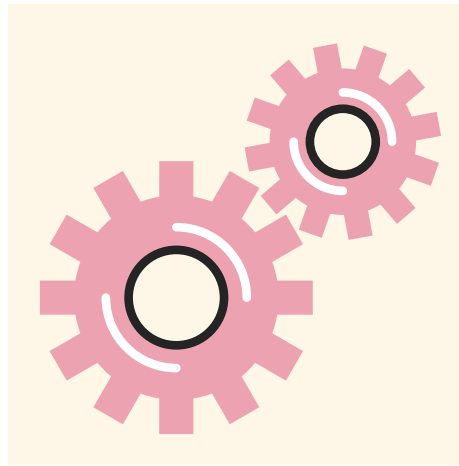
3.c.2 Explore international and domestic study away programs that include internship opportunities for students and teaching opportunities for faculty.

3.c.3 Investigate the implementation of a Global Studies degree that enhances programming and provides flexible study concentrations for students.

3.c.4 Hire and retain additional faculty with global studies backgrounds and study abroad teaching experiences.

GOAL 4

The College of Arts, Humanities and Social Sciences will commit to excelling in resource stewardship, operational effectiveness and efficiencies.



College Strategy 4.a

Complete hiring of quality personnel to improve overall operational effectiveness.

Initiatives

4.a.1 Fill critical faculty positions within each department to improve instructional services and efficiency in units for student success.

4.a.2 Fill staff positions within the Dean's Office and units to enhance the college's capabilities.

4.a.3 Hire more students into student positions to contribute to the success and vibrancy of the college.

College Strategy 4.b

Implement a branding program to build visibility and awareness of the college's programs and services and to help build academic partnerships within and beyond the college.

Initiatives

4.b.1 Update and expand the CAHSS website in conjunction with the University's revamping of its website.

4.b.2 Partner with university relations to hold branding sessions with college faculty, staff and students.

4.b.3 Update and utilize university branding for all internal and external collateral and promotional materials for the college and its departments.

4.b.4 Complete college's name change signage, both within and outside of CAHSS buildings, departments and around the campus.





GOAL 5

The College of Arts, Humanities and Social Sciences will commit to strengthening the campus community by fostering a more diverse and inclusive culture.

College Strategy 5.a

Improve and enhance graduate student experiences and expand graduate programming to attract additional graduate students.

Initiatives

5.a.1 Provide semester gatherings, coffee conversations, and other opportunities for graduate students within the college to engage.

5.a.2 Provide college-level graduate student awards during the college's annual awards ceremony.

5.a.3 Implement graduate student study abroad opportunities in new and current college graduate programs.

College Strategy 5.b

Provide ongoing communication with faculty, staff and students to continue a cohesive educational experience and college academic and work environment.

Initiatives

5.b.1 Hold listening sessions with faculty, staff and students annually.

5.b.2 Communicate regularly with faculty, staff and students via email, the college's website, and digital television boards.

College Leadership

Frances Ward-Johnson

Dean, College of Arts, Humanities and Social Sciences

Sheila Whitley

Associate Dean, College of Arts, Humanities and Social Sciences

Jason Depolo

Chair, Department of English

Anthony McEachern

Chair, Department of Visual and Performing Arts

Carla Coates

Interim Chair, Department of Criminal Justice

Arwin Smallwood

Chair, Department of History and Political Science

Jeffery Mack

Chair, Department of Liberal Studies

Robbie Morganfield

Interim Chair, Department of Journalism and Mass Communication

John Henry

Director, Music Program

Roy Carter

Director, Visual Arts Program

Gail Wiggins

Director, Internships and External Relations, Journalism and Mass Communication

Gregory Horton

Associate Professor of Theater/
Resident Costume Designer

Paul Baker

Director, University Galleries

Strategic Planning Advisory Committee

Frances Ward-Johnson

Dean, College of Arts, Humanities and Social Sciences

Sheila Whitley

Associate Dean, College of Arts, Humanities and Social Sciences

Jason Depolo

Chair, Department of English

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John Henry

Director, Music Program

Roy Carter

Director, Visual Arts Program

Courtney Dabney

Director of Development

Gregory Horton

Associate Professor of Theater/
Resident Costume Designer

Ayanna Armstrong

Assistant Professor, History and Political Science

Kimberly Harper

Associate Professor, English

Keith Coleman

Lecturer, Criminal Justice

Donna Bradby

Marketing Director and Lecturer,
Theater Arts

Tonia Hamilton

Professional Academic Advisor

Shay Bracewell

Career Coordinator

Kendall Rooks

Journalism and Mass Communication Student

Niya Boone

Criminal Justice Student

Mahogany Hutchins

Journalism and Mass Communication Student

Ashley Franklin

Visual Arts Student

Gail Wiggins

Director, Internships and External Relations, Journalism and Mass Communication

Paul Baker

Director, University Galleries



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