UNC (Department of) Public Policy, College of Arts & Sciences (CAS) Strategic Plan, June 2017
**UNC Department of Public Policy, College of Arts & Sciences, SWOT**
*(Based on a survey of 21 tenured/tenure-track, fixed-term faculty, staff, 9 Ph.D. students, and 20 undergraduate majors)*

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tr>
<td>• Top-quality, rigorous BA/Ph.D. programs in Public Policy in College of Arts &amp; Sciences (CAS)</td>
<td>• Faculty size— too few FTE faculty to consistently cover core and elective courses in both BA/Ph.D. programs (credit hours per faculty member is among highest in CAS) and numerous faculty with 50% adjunct teaching appointment/commitment in other units</td>
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<td>• High-impact, interdisciplinary, scholarly research on domestic and global problems</td>
<td>• Need for greater representation of racial and ethnic diversity among faculty</td>
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<td>• Collaborative relationships with other CAS units (departments, curricula) by way of adjunct teaching faculty appointments (PWAD, GLBL, ENEC, AAAD) and promotion of CAS double majors/minors</td>
<td>• Lack of visibility and brand identity in all national rankings as a Department rather than a School</td>
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<tr>
<th>Opportunities</th>
<th>Threats</th>
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<td>• Further collaboration with highly-ranked UNC professional schools and other nationally recognized UNC centers and institutes</td>
<td>• Decreased state funding for the CAS and Public Policy, limiting our ability to attract &amp; retain high-quality faculty and recruit graduate students</td>
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<td>• Encourage engaged scholarship and assist policymakers to make better choices through evidence-based research</td>
<td>• Limits on flexibility to retain &amp; reinvest &amp; carryover lapsed salary savings into UNC PP priorities and needs</td>
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<td>• Leveraging foundation, corporate, donor, and government support for applied policy-relevant research, teaching and service for the public good</td>
<td>• Due to small alumni base, more limited support and opportunities for individual donor development, which diminishes competitiveness</td>
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Mission, Vision, and Values

Mission
• Knowledge, skills, & experiences to improve the lives of others.

Vision
• Innovative ideas to maximize the public good.

Values
• Emphasis on student-focused learning and real-world impact.
Priorities

• Advance interdisciplinary and globally-engaged faculty research, teaching, and service.

• Expand policy-relevant research, public service, and non-profit experiential education opportunities for our students—locally, nationally, and globally.

• Build an academic unit with the CAS that reflects the diversity of our nation, state, and communities we engage with through research, teaching and service.
Priority 1: Advance interdisciplinary and globally-engaged faculty research, teaching, and service.

Objective

• Build upon the disciplinary diversity (social sciences, humanities & sciences) of our current core tenured/tenure-track, research, fixed-term, & adjunct faculty, and increase research support for our actively engaged faculty’s research, teaching and service to address domestic and global policy problems.

Example of Initiative

• Expand upon our interdisciplinary, policy-relevant research clusters of excellence (http://publicpolicy.unc.edu/faculty-research/) through new ‘cluster’ faculty hires with other CAS units and new adjunct appointments with faculty from within the College and UNC-CH professional schools.
Priority 2: Expand policy-relevant research, service and non-profit experiential education opportunities for students—locally, nationally, and globally.

Objective

• Strengthen our undergraduate research and experiential educational offerings as part of our mission to educate students with the knowledge, skills and experiences to make a difference in the lives of others.

Example of Initiative

• Increase our mentored research assistantships for undergraduate and graduate students; expand our public policy clinic, capstone and social innovation experiential education course offerings and internship opportunities; and broaden the Honors Seminar in Public Policy and Global Affairs (DC) internship placements to include the non-profit and private sector.
Priority 3: Build a Diverse Academic Unit

Objective
• Expand the diversity of our academic unit to reflect the diversity of our nation, state and the communities we engage through research, teaching and service.

Example of Initiative
• Build upon current efforts to ensure diverse faculty recruitment outreach and search committee composition; make strategic use of Provost Target of Opportunity (TOO), Spousal Hiring Program, and Carolina Postdoc Program on Faculty Diversity; identity fixed-term lecturers, adjunct, and research professors to expand diversity of core faculty.
Metrics

- Research productivity (scholarly books; number & ranking of journal publications); grant activity (submitted grants, funding sources; successfully awarded grants & amount funded); engagement in academia (conference attendance; number of faculty & student presentations at interdisciplinary conferences including APPAM).

- Teaching (number of & enrollment in courses that address interdisciplinary & globally relevant topics; course evaluations). Teaching (% enrollment in courses at the undergraduate level that address policy-relevant research & experiential education).

- Number of students completing capstone & clinic projects; number of students completing honors theses; number of students receiving SURF awards; number of students working as RAs for Public Policy faculty.

- Service (number of engaged faculty commitments in policy-oriented research and public service).

- Distribution of faculty and staff by race/ethnicity and gender. Number of undergraduate and graduate students belonging to underrepresented groups (e.g., racial minority, first generation college student, financial need).