

Executive Summary for  
College of Public Affairs and Community Service  
Academic Plan

Unit Name: College of Public Affairs and Community Service

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Unit Vision: The University of North Texas College of Public Affairs and Community Service (PACS) will stand out among national universities because of the levels of preparation and professionalism of its graduates for leadership roles in public, private and non-profit sectors. Education will be grounded in a holistic approach to learner development, an interdisciplinary culture of inquiry, and a foundation of practice and research skills by students at every level of professional development.

Unit Mission: The College of Public Affairs and Community Service (PACS) of the University of North Texas is made up of faculty with expertise in the applied social and behavioral sciences as well as in public policy issues. The College is a community of scholars and professionals who work together to develop and disseminate innovative and interdisciplinary applied social and behavioral science knowledge to local, state, national, and international communities by

- offering instructional programs that prepare undergraduate and graduate students to be effective practitioners and researchers in areas of significant social and behavioral interest;
- conducting basic, applied, and policy research on important social and behavioral issues; and
- developing models of community and professional service to address social and behavioral problems through research and transmitting these models through teaching, publication, and consultation.

**Summary of the Unit Plan:**

The academic plan for the College of Public Affairs and Community Service (PACS) has been built around three key cornerstones: Research, Service, and Public Affairs. The PACS Academic Plan is driven by strengths within the College that have been identified as most valuable to fulfilling its mission and to making a substantial contribution to the success of the University's Academic Plan. Collectively, these constitute the College's identity within the University community and provide a foundation for its unique role within the UNT mission. PACS major strengths are focused in the following six areas:

**I Community Connections**

**Examples:** Education and training programs in: public service, public affairs, volunteerism, and human services; extensive collaboration with area non-profit organizations; service learning programs; professional internships/field placements; American Humanics program; certificate/life-long learning programs; survey research.

**II Interdisciplinary Applied Research**

**Research Opportunities:** Public affairs; management & service delivery in nonprofit organizations; disability/aging/poverty issues; disaster preparedness/emergency response/homeland security; special populations (aging, minorities, mental health, disability, addictions); infusion of service learning and practice-based training into undergraduate education; interdisciplinary undergraduate research;

**III Professional Education**

**Current examples:** Accredited professional programs in public administration, applied behavior analysis, social work and rehabilitation counseling; applied graduate programs in gerontology, criminal justice, economics, sociology, anthropology, and volunteer management; practice-based specializations at the undergraduate levels; distance education programs at graduate and undergraduate levels; professional certificate programs at graduate and undergraduate levels; lifelong learning focus

**IV Globalization**

**Current Areas of Activity:** Mexico, Turkey, Israel, Saudi Arabia, Thailand, and Ghana

**V Diversity**

**Key Initiatives:** Minor in Ethnic Studies; specializations in aging and disability services; 14 courses in UNT Core Curriculum's Cross-cultural, Diversity and Global Studies component; PACS Center for U.S.-Mexico Alliance; PACS Center for Public Service, field schools in Mexico,

**VI Practice-based Undergraduate Education**

**Examples of established practice-based programs include:** Social Work, Criminal Justice, Emergency Administration, Behavior Analysis, Rehabilitation and Gerontology;

PACS Academic Initiatives in Support of UNT Academic Plan

A

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Establish specific student learning outcomes for all PACS graduate and undergraduate programs.	
Relationship to Strategic Initiatives	Initiative #'s: AP = Initiative 1.1                      SP = Area #1
<b>Explanation:</b> Clear discipline-driven learning outcomes will provide the foundation for the processes and products that students can expect from their academic programs as well as provide the structure for effective evaluation of student progress and successful outcomes.	
<b>Target and Milestones:</b> <b>Student learning outcomes for each program will be formalized by program faculty and submitted to the PACS Dean by 1 September 2006. Assessment reports and modification of learning outcomes will be submitted to the PACS Dean by 1 September 2007.</b>	
<b>Additional Resources Required:</b> No additional resources needed.	

B

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Expand the use of qualified master-teachers to support teaching in practice-based undergraduate programs.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiatives #1.1 & #1.6                      SP = Area #4
<b>Explanation:</b> Qualified instructors with relevant professional experience can be a valuable instructional resource in undergraduate gerontology, social work, rehabilitation, criminal justice, and other practice-based programs. Better use of experienced professionals can not only enrich the academic experience but help to make undergraduate instruction more cost-effective.	
<b>Target and Milestones:</b> <b>Other departmental priorities will affect hiring decisions, but faculty openings involving undergraduate programs will consider the use of qualified professionals with new searches by fall 2006. By 2009, an average of 50% of departments will have a master teacher.</b>	
<b>Additional Resources Required:</b> No additional resources needed.	

## C

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Expand PACS student diversity by increasing admission, retention and graduation rates of African-American & Hispanic students along with students with disabilities.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiatives #1.5 & #2.4      SP = Area #4
<b>Explanation:</b> PACS has been a leader at UNT in terms of minority student enrollment; the objective is twofold calling for strengthening that record by expanding the minority student base and by making UNT attractive to students with disabilities by providing leadership in recruiting and retaining them to the campus.	
<b>Target and Milestones:</b> <b>A college recruitment and retention plan for African-American and Hispanic students and for students with disabilities will be developed by the PACS Dean's office by September 2006. PACS enrollment figures for each of these three target groups will increase 5% by fall semester 2008. Graduation rates for the three groups will increase by 10% by Spring 2009.</b>	
<b>Additional Resources Required:</b> The primary resource supplement for accomplishing these goals is the addition of one more academic advisor to the PACS Student Services program. This position will also support efforts related to Initiatives P and Q. Funding for these resources will be requested through student advising. Cost: approximately \$41,000 for salary and fringe benefits to be obtained through the student advising fee account.	

## D

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Increase the number of PACS students enrolled in UNT Honors College and the University's McNair program and awarded nationally competitive scholarships.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiatives #1.1 & #1.2
<b>Explanation:</b> Only a limited number of students participated in UNT's Honors Program in the past; the objective is to recruit students who qualify for the Honors College, with particular emphasis on the Community College transfer students who comprise a significant percent of PACS student base. The College has had some success in terms of student participation in the McNair program but intends to increase the number of PACS student participants and faculty mentors in that program. Additionally, the College intends to increase the number of PACS students receiving nationally competitive scholarships.	
<b>Target and Milestones:</b> <b>There will be a 10% increase in the number of PACS students enrolled in the UNT Honors College, the number participating in the McNair program and the number awarded nationally competitive scholarships by fall 2007. A minimum of one PACS student who is eligible for nomination for a Truman Scholarship will be identified by fall 2007</b>	
<b>Additional Resources Required:</b> Approximately \$5,000 will be needed to provide faculty incentives to support this initiative; incentives would come in the form of research financial support, supplemental professional travel, support for student assistants, etc.	

## E

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Increase the number of Honors courses taught by PACS faculty.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiatives #1.1 and #1.2
<b>Explanation:</b> As part of PACS initiative to raise its academic standards at the baccalaureate level, PACS intends to expand the number of high quality course offerings it contributes to the UNT Honors College. Faculty teaching honors courses will be encouraged to mentor undergraduate students in research-related activities.	
Target and Milestones: <b>There will be a 25% increase in the number of PACS courses included as options for students enrolled in UNT Honors College by fall 2008.</b>	
<b>Additional Resources Required:</b> No additional resources needed.	

## F

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Increase the number of capstone courses within PACS undergraduate programs that allow for the synthesis of learning, experience, research and professionalism.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiatives #1.1, 1.2 & 1.4 SP = Area #1
<b>Explanation:</b> Capstone courses are designed to enhance the undergraduate experience by synthesizing the themes, learning objectives, and practical experiences that are part of the program.	
Target and Milestones: <b>A minimum of two PACS undergraduate programs will implement capstone courses by fall 2007.</b>	
<b>Additional Resources Required:</b> No additional resources needed.	

## G

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Capitalize on inherent opportunities for interdisciplinary learning, instruction, and research available to faculty and students in the College.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiatives #1.1, #2.2 & #3.1 SP = Area #1
<b>Explanation:</b> Because of the applied focus shared by PACS programs, the College is stronger as a whole than is the sum of its individual parts; it is critical that the PACS faculty expand previously underdeveloped prospects for interdisciplinary collaboration within the classroom, through service learning and particularly through research activities. The College's Center for Public Service can serve as a resource for facilitating increased teaching, research and service opportunities for faculty and students.	
Target and Milestones: <b>A minimum of two proposals for interdisciplinary research will be submitted to major federal funding (NSF, NIH, etc.) agencies by fall 2007; a minimum of one major grant award by fall 2008. A minimum of one interdisciplinary project involving multiple PACS departments and coordinated by the Center for Public Service will be initiated by fall 2008.</b>	
<b>Additional Resources Required:</b> No additional resources needed.	

H

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Incorporate professional portfolios as a component in select undergraduate pre-professional programs	
Relationship to Strategic Initiatives	Initiative #s AP = Initiatives #1.1 & 1.4      SP = Area #1
<b>Explanation:</b> Portfolios provide a concrete supplement to student learning and allow students to present a “package” of their learning, experiences, and accomplishments to prospective employers and graduate programs; practice-based programs will be especially encouraged to adopt the portfolio as an option for their undergraduate students;	
<b>Target and Milestones:</b> <b>A minimum of one PACS undergraduate program will complete a pilot examination of a portfolio process for demonstration to other undergraduate programs by fall 2007.</b>	
<b>Additional Resources Required:</b> No additional resources needed at this time.	

I

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Promote sense of professionalism in PACS graduate students prior to graduation and increase opportunities for applied research experiences for undergraduate and graduate students in PACS programs	
Relationship to Strategic Initiatives	Initiative #s AP = Initiatives #1.4, #2.5      SP = Area #1, #2
<b>Explanation:</b> PACS would like to infuse a theme of “inquiry” into the professional preparation of all its students that teaches them to question and challenge the issues of their disciplines; graduate students and advanced undergraduate students will be encouraged to participate directly in faculty research and scholarly initiatives and to begin activity within relevant professional organizations. Special research support will be provided to cultivate students with the potential to extend PACS’ record of national scholars.	
<b>Target and Milestones:</b> <ul style="list-style-type: none"> <li>• <b>A minimum of three departments will have recorded specific joint student/faculty research projects (including class projects) either completed or in process by fall 2007;</b></li> <li>• <b>Department chairs will begin documenting research activities, professional memberships, and conference participation of graduate students in their respective departments;</b></li> <li>• <b>There will be a 10% increase in the number of publications that include student authors from PACS by fall 2007;</b></li> <li>•</li> </ul>	
<b>Additional Resources Required:</b> Approximately \$2,000 will be needed to supplement monies already provided for student travel to conferences to present research papers.	

K

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Increase PACS student participation in the American Humanics program, service learning and other civic engagement programs.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiatives #1.3, 1.4, & 1.6
<b>Explanation:</b> PACS is home to UNT's American Humanics program and to a range of programs of interest to students for whom community service is a career enhancement; special emphasis will be on cultivating students for these programs.	
Target and Milestones: <b>PACS student participation in American Humanics, service learning and other civic engagement programs will increase by 5% by fall 2006.</b>	
<b>Additional Resources Required:</b> No additional resources needed at this time.	

L

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Increase the number of PACS courses that include components in service learning.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiatives #1.3, 1.4, & 1.6
<b>Explanation:</b> PACS has provided service learning leadership within UNT and most of its programs have coursework that involves service learning. Service learning augments the academic experience and tends to stimulate increased interest/involvement in the subject matter. The College's Center for U.S.-Mexico Alliance can serve as a resource for innovative community-based and international practices for faculty and students in the area of service learning. The College will provide technical support to departments in order to expand the number of service learning opportunities for students in all undergraduate majors.	
Target and Milestones: <b>Increase the total number of PACS courses that include a service learning component, including U.S.-Mexican initiatives, by 5% by fall 2007.</b>	
<b>Additional Resources Required:</b> An additional \$5,000 will be needed to supplement the current service learning program in order to include a broader range of classes, including new Mexican-American initiatives.	

## M

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Increase the number of paid practica and internships for PACS students (graduate and undergraduate) in the Dallas-Fort Worth metroplex.	
Relationship to Strategic Initiatives	Initiative #'s AP = Initiatives #1 & #2
<b>Explanation:</b> The applied nature of programs in PACS calls for field experiences (practica and/or internships) that require full-time placement in a practice setting. These placements are costly for many students and sometimes necessitate giving up current jobs. Paid internships are equivalent to significant scholarships in terms of resources they provide during the student's final semester(s)—and are critical to ensuring that students complete their programs and graduate. Departmental faculty will receive support from the UNT's Service Learning program. The Director of Service Learning will collaborate with departmental faculty in working with UNT's Office of Cooperative Education (OCE) to identify prospective employers who will participate in the paid internship program. The UNT Office of Development can also work with the College in identifying prospective employers with an interest in providing this kind of student support.	
<b>Target and Milestones:</b> PACS will increase the number to a minimum of 25 paid-practica and internships for PACS students in the areas of public affairs and community service by fall 2007.	
<b>Additional Resources Required:</b> No additional resources needed at this time.	

## N

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Expand national recognition of UNT's American Humanics program.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiatives #1.3, 1.4, & 1.6 SP = Area #4
<b>Explanation:</b> The American Humanics program has established a reputation on the UNT campus that attracts cross-disciplinary students with long-range career visions. The UNT program is situated in a major metropolitan area with significant agencies that both benefit from and contribute to the mission of American Humanics. UNT is positioned to strengthen and expand its current program and provide national leadership in this area.	
<b>Target and Milestones:</b> <ul style="list-style-type: none"> <li>• 15 students will declare minors in "Leadership in Community and Nonprofit Organizations" by fall 2007.</li> <li>• 10 student and American Humanics Program staff will represent UNT at the American Humanics Management Institute and / or other national non-profit development conventions by spring 2007.</li> </ul>	
<b>Additional Resources Required:</b> No additional resources needed at this time.	

O

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Extend the diversity of the PACS faculty by increasing the number and proportion of African-American, Hispanic and faculty members with disabilities.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiatives #2.4 and 3.4    SP = Area #4
<b>Explanation:</b> PACS has been among the most successful colleges/schools in terms of attracting minority faculty members (12.5% African-American and 7.8% Hispanic), but the College would like to expand the diversity among its faculty members and professional staff. The primary focus will be on increasing African-American and Hispanic faculty at a proportion that reflects the diversity of PACS student enrollment. Additionally, the College intends to attract qualified faculty members with disabilities who can contribute to an expanded cultural awareness among PACS and UNT students.	
Target and Milestones: <b>The Office of the Dean will develop a five-year recruitment plan specifically designed to attract qualified faculty members from traditionally underrepresented groups to UNT by fall 2006. The proportion of minority PACS faculty members will increase to 23% by the fall semester 2011.</b>	
<b>Additional Resources Required:</b> The addition of minority faculty members is expected to happen primarily by attrition. However, aggressive recruitment of minority faculty could generate unanticipated interest in UNT.	

P

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Increase the number of PACS undergraduate students participating in UNT's study-abroad program.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiatives #1.3, 1.4, & 1.5
<b>Explanation:</b> PACS graduate students, particularly in Sociology and Anthropology, have had opportunities for international study and research. The College would like to expand the level of participation in the UNT study-abroad program at the baccalaureate level. PACS will encourage faculty to identify and/or develop cross-disciplinary and innovative coursework/programs that can address the multi-cultural needs/interests of students across departments within the College.	
Target and Milestones: <b>Implement a minimum of ten study abroad programs that attract students from across the university and that include multidisciplinary content by fall 2008. Identify external financial resources to offset student costs for the international experiences.</b>	
<b>Additional Resources Required:</b> Resources will be generated through external sources to provide supplemental support for student costs.	

## Q

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Institute a special advising/guidance program for students at-risk who have not met the graduation standards for PACS undergraduate programs.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiative #1.1 & 1.7    SP = Area #1
<b>Explanation:</b> In their pursuit of excellence, PACS undergraduate programs are progressively tightening their admission requirements. This action increases the chance that some (1 <sup>st</sup> -generation, those from disadvantaged high schools, etc.) would not be accepted into majors of their choice unless they received supplemental guidance/support. PACS wants to prevent the loss of students who have the potential to succeed but are in need of more intensive advising and mentoring support to ensure that success in an increasingly rigorous academic environment.	
Target and Milestones: <b>Current at-risk students will be identified by fall 2006. A developmental advising component will be added to the PACS Student Service office for students by fall 2007.</b>	
<b>Additional Resources Required:</b> The primary resource supplement for accomplishing these goals is the addition of one more academic advisor to the PACS Student Services program. Cost: approximately \$41,000 for salary and fringe benefits for additional advising support (cost combined with costs for Initiatives C and R and generated through student advising fees). Approximately \$10,000 will be needed to provide support for advanced undergraduate and graduate students to provide mentoring services to targeted students.	

## R

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Expand the evaluation system used by the Office of Student Services.	
Relationship to Strategic Initiatives	Initiative #'s AP = Initiative #1.1    SP = Area #1, #4
<b>Explanation:</b> The Student Services program provides the most direct and consistent academic support for undergraduate students during the total academic experience. The College wants to better understand the most effective practices, supports and programs in maximizing student recruitment, retention and graduation. A data-based evaluation system is a critical component of that goal.	
Target and Milestones: <b>An expanded program evaluation process will be developed and proposed to the PACS Dean by fall 2006. By fall 2007, obtain an average student rating of at least 3.3 on 4-point scale on PACS UG advising services evaluations and on PACS orientation process evaluations.</b>	
<b>Additional Resources Required:</b> The primary resource supplement for accomplishing these goals is the addition of one more academic advisor to the PACS Student Services program. This position will also support efforts related to Initiatives C and Q. Funding for these resources will be requested through student advising fee funding. Cost: approximately \$41,000 for salary and fringe benefits (cost combined with costs for Initiatives C and R and generated through student advising fees).	

## S

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Formalize a follow-up program that will effectively track PACS graduates for follow-up contacts.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiative #1 SP = Areas #1, #4
<b>Explanation:</b> Follow-up with PACS graduates has been problematic and incomplete. A tracking process based on collaboration between Student Services and PACS departments can be designed to provide a personalized system of contact with students from the onset into the alumni years.	
Target and Milestones: <b>Develop a coordinated tracking system of graduates by fall 2007,</b>	
<b>Additional Resources Required:</b> No additional resources needed at this time.	

## T

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Increase PACS enrollment during the next academic year.	
Relationship to Strategic Initiatives	Initiative #s AP – Initiative 1 SP -- 1.1
<b>Explanation:</b> PACS provides its students a stimulating, supportive and rigorous educational experience. At the undergraduate level, PACS serves a special need in servicing transfer students who thrive on PACS professional programs and at the graduate level PACS trains students for multiple professional career paths. Yet, PACS is one of the smaller colleges on campus. More needs to be done to increase PACS enrollment. PACS undergraduate enrollment in fall 2005 comprised 2,180 undergraduate students and 467 graduate students.	
Target and Milestones: <b>Achieve selected growth of PACS' enrollment to 2245 undergraduate students and 481 graduate students by fall 2006 and to 2,312 undergraduate students and 495 graduate students by fall 2007 (an increase of 3 % each year).</b>	
<b>Additional Resources Required:</b> No additional resources needed at this time.	

U

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Increase external support to provide financial assistance for PACS graduate students enrolled in targeted PACS graduate programs	
Relationship to Strategic Initiatives	AP = Initiative #2.2      SP = Area #4
<b>Explanation:</b> The College is committed to giving priority to generating financial support for competitive scholarships for PACS students in graduate programs that demonstrate increasing academic excellence. The pursuit of this funding will be a collaborative effort between the College, the department, and the UNT Office of Development.	
Target and Milestones: <b>Total scholarship dollars generated through the PACS Dean's Advisory Council and departmental initiatives will increase by 15% by fall 2007.</b>	
<b>Additional Resources Required:</b> External financial scholarship support will be generated through joint College and departmental initiatives.	

V

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Advance the research capacity of all tenure/tenure track faculty in alignment with the college academic plan.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiative 3.2 SP = 2.1
<b>Explanation:</b> To support UNT's strategic and academic plans of enhancing undergraduate and graduate education and improving UNT's standing among peer institutions; PACS will increase the dollar amount of sponsored projects.	
Target and Milestones: <b>Increase the dollar amount of sponsored projects to \$3,177,176 (an increase of 5 % over calendar year 2005) in calendar year 2006 with an emphasis on federal projects.</b>	
<b>Additional Resources Required:</b> No additional resources needed at this time.	

W

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Increase rewards for faculty research activity generated as part of the departmental plan rather than based solely on individual priorities.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiative #3.2, 3.3 & 3.5    SP = Area #2
<b>Explanation:</b> Research is a major priority for the College and increased faculty energy will be invested in it; other responsibilities (student learning, distributive education, retention/graduation rates, community connections, etc.) must reach excellence as well. Departments that develop effective ways of balancing and rotating research opportunities with other critical responsibilities in ways that move the department, its faculty members, and its students toward their individual and collective goals will receive top priority in terms of resources and other support by the College.	
Target and Milestones: <ul style="list-style-type: none"> <li>• <b>By fall 2006, modify the PACS faculty roles/reward system to include recognition and rewards for faculty on the basis of departmental outcomes that are delineated in departmental academic plans; this modification will include honorariums of \$500 each to faculty members who write and serve as co-principal investigators on cross-disciplinary grants within the college. Up to \$10,000 will be available for these honorariums. Funds available fall 2007/spring 2008.</b></li> <li>• <b>By fall 2006, put together a task force to develop a plan to allow for the redistribution of PACS faculty workloads that will facilitate a collective increase in external funding, quality research, graduate and undergraduate learning, and community outreach at each departmental level and for the College as a whole. Task force to report back by fall 2007.</b></li> <li>• <b>By fall 2006, create a task force to modify PACS criteria for promotion and tenure to better reflect the changing dynamics of the college and the university to include criteria for evaluating teaching that go beyond student evaluations.</b></li> </ul>	
<b>Additional Resources Required:</b> Approximately \$10,000 will be needed for incentives given to departments who take the initiative to engage in productive collaborative research projects designed to contribute directly to meeting departmental academic plans. Incentive rewards will be used to supplement new departmental-wide research initiatives.	

X

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Increase the number and quality of publications of PACS faculty.	
Relationship to Strategic Initiatives	Initiative #s AP = AP = Initiative #3.2, 3.3 & 3.5 SP = Area #2
<b>Explanation:</b> PACS intends to see a steadily progressive increase in the number and quality of publications produced by its faculty as they pursue increased external funding for their research; faculty will also move forward in national stature for their research as evidenced by external awards and recognition.	
Target and Milestones: <ul style="list-style-type: none"> <li>• <b>Publish an average of 1.5 articles/year for tenure and tenure-track faculty by fall 2008;</b></li> <li>• <b>By fall 2006, each PACS department will have a list of publications ranked by the quality level of the journals in which they are published.</b></li> </ul>	
<b>Additional Resources Required:</b> No additional resources needed at this time.	

Y

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Increase the number of community leaders, citizens, alumni, and potential supporters who are aware of PACS programs, students, research and scholarly activities.	
Relationship to Strategic Initiatives	Initiative #s AP = Theme II, Core Values D & E SP = Strategies 3.1, 3.2, 3.3 & 3.7
<b>Explanation:</b> It is part of PACS mission to reach out into the community. One of its major strengths is its community connections. PACS faculty and students are involved in extensive collaborations with area businesses, non-profit organizations and government agencies, but it is always possible to increase these connections. In addition, PACS can focus on improvement in alumni relations.	
Target and Milestones: <b>1. Increase the number and diversity of public presentations by PACS administration, faculty and professional staff by 5%. 2. Increase the percentage of development funding generated by PACS Advisory Board by 5%. 3. Increase the quantity and distribution scope of PACS Connections publication by 5%. 4. Increase the number of alumni contacts made by PACS Dean's office by 5%. 6. Increase the number of PACS-community partnerships by 5%. These increases will be made by spring 2007.</b>	
<b>Additional Resources Required:</b> No additional resources required.	

Z

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Expand and solidify the PACS doctoral program in Applied Gerontology.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiatives #2.1, 2.2, 2.3, 2.5 & #3.1, 3.3 SP = Area #1, #2
<b>Explanation:</b> The PACS new doctoral program in Applied Gerontology has the potential for growth and a unique line of research activity. UNT added one faculty line in support of the doctoral program as prescribed by the Texas Higher Education Coordinating Board in 2004; one additional faculty line is needed for that program in order to meet the Coordinating Board's requirements.	
Target and Milestones: <b>One faculty member will be in place to support the doctoral program in Applied Gerontology by fall 2007.</b>	
<b>Additional Resources Required:</b> A total of \$55,000 will be needed to accomplish this initiative.	

AA

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Respond to expansion of graduate and undergraduate programs in the Department of Criminal Justice.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiatives #1.1, 1.4, 1.7, 2.1, 2.2, 3.1, 3.3
<b>Explanation:</b> The Department of Criminal Justice has had to begin limiting its enrollment at the undergraduate level because of a shortage of faculty members. An additional faculty member is needed to meet increasing demands for both the graduate and undergraduate programs and to improve the department's position in response to increasing research opportunities related to Homeland Security initiatives.	
<b>Target and Milestones:</b> <b>One Assistant-level faculty member will be added to help meet interdisciplinary teaching, research, and service opportunities within the College for the Department of Criminal Justice by fall 2008.</b>	
<b>Additional Resources Required:</b> A total of \$55,000 will be needed to accomplish this initiative.	

BB

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Initiate a Ph.D. program in Applied Behavior Analysis.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiatives #2.1, 2.2, 2.3, 2.5 & #3.1, 3.3 SP = Area #1, #2
<b>Explanation:</b> PACS is positioned to begin a doctoral program in Applied Behavior Analysis by 2008. The increasing national demand for behavioral analysts has generated a concrete need for faculty to train students at the undergraduate and graduate levels. The UNT program in Behavior Analysis is nationally recognized for both its education and research programs and has developed to the point where it can respond to the national demand for qualified faculty in this field.	
<b>Target and Milestones:</b> <b>One Assistant-level faculty member will be added to the Behavior Analysis program to provide support for the initiation of the new Ph.D. program by Fall 2008.</b>	
<b>Additional Resources Required:</b> A total of \$55,000 will be needed to accomplish this initiative.	

CC

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Increase the number of tenure-track faculty in the Department of Sociology to support its expanding baccalaureate program.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiatives #2.1, 2.2, 2.3, 2.5 & #3.1, 3.3 SP = Area #1, #2
<b>Explanation:</b> The undergraduate program in Sociology has increased the number of its majors from 204 in 2000 to 392 in 2005. The department's extensive reliance on Teaching Fellows to cover the consequent increased teaching demands prompted SACS reviewers to identify the lack of regular faculty coverage of undergraduate courses as a risk to the quality of the program. An additional faculty member will also help lighten some of the loads of current faculty in terms of graduate thesis and dissertation responsibilities.	
Target and Milestones: <b>One Assistant-level faculty member will be added to the Department of Sociology to provide support for the expanded baccalaureate program by the Fall of 2008.</b>	
<b>Additional Resources Required:</b> A total of \$55,000 will be needed to accomplish this initiative.	

DD

<b>Brief Summary of the Relationship between the Unit Plan and the UNT Plan</b> (Complete this for each initiative or activity showing how it relates to the UNT Plan)	
<b>Initiative or Activity:</b> Complete the successful implementation of PACS academic programs currently under development at the UNT Dallas campus.	
Relationship to Strategic Initiatives	Initiative #s AP = Initiatives #1.1, 1.3, 1.7 & #2.2 SP = Area #1, #4
<b>Explanation:</b> PACS has invested significant time and resources into establishing undergraduate and graduate programs at the Dallas campus. The programs are in various stages of development but PACS will continue its investment in them so they are positioned for success within the free-standing campus in 2007.	
Target and Milestones: <ul style="list-style-type: none"> <li>• <b>Two faculty members will be in place for the Human Services program by fall 2006;</b></li> <li>• <b>Two faculty members will be added to the Sociology program by fall 2006;</b></li> <li>• <b>One additional faculty member will be added to the Criminal Justice program by fall 2007;</b></li> <li>• <b>A third faculty member will be added to the Sociology program by fall 2008.</b></li> </ul>	
<b>Additional Resources Required:</b> A total of \$350,000 will be needed from the UNT Dallas program to accomplish this initiative.	