

LOOK
NORTH
UNT 2030

DEVELOP | DISCOVER | DRIVE



**COLLEGE OF LIBERAL ARTS
& SOCIAL SCIENCES**

WHO WE ARE

At the intersection of interdisciplinary research and creative spark, our college is shaping the engaged citizens and scholars of tomorrow, now. We foster a culture of curiosity and innovation, providing an agile education designed for a globalized world. We don't just teach; we empower. By pairing world-class faculty with immersive, hands-on learning, we bridge the gap between classroom theory and real-world application.

In a rapidly changing world, CLASS students build the essential skills — critical thinking, cultural agility, and relentless inquiry — needed to forge successful careers and lead lives of profound purpose. Whether you're analyzing global trends or mastering media arts, you are here to improve the human experience.



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Executive Summary

Strategic Direction Through 2030

By 2030, UNT's College of Liberal Arts and Social Sciences will establish a dynamic, interconnected community that thoughtfully integrates experiential learning and career readiness into the core of its academic mission. This transformation matters for students because it equips them with the durable skills and ethical insight needed to thrive in a rapidly shifting global economy. By uniting strategic partnerships with research focused on the public good, CLASS serves as a vital engine for Texas's prosperity. We prepare our students to not only excel in their careers but to lead the charge in advancing their communities' well-being.

Unique Role, Contribution, and Strengths

The College of Liberal Arts and Social Sciences advances *Look North: UNT 2030* by embedding AI literacy and digital ethics throughout its curricula. By serving as a strategic bridge to the public, CLASS forges long-term industry and community alliances that co-create research and professional opportunities. The college's core strengths lie in championing interdisciplinary innovation to solve complex global challenges while ensuring workforce alignment through market-driven credentials and durable skills training.

Furthermore, CLASS elevates the humanities, communication, and social sciences via centers of excellence designed for public deliberation and engaged research. To transform student success, the college enhances retention through peer mentoring and faculty-led career coaching focused on post-graduate outcomes. Ultimately, by modernizing academic offerings and expanding undergraduate research, CLASS ensures its graduates are both professionally prepared and empowered to lead the civic progress of their communities.

Navigating External Forces, Trends, and Contexts

Through 2030, CLASS will be shaped by a rapidly changing, technology-driven world that demands both ethical insight and practical agility. Key external trends include the rise of artificial intelligence and a growing societal need for digital literacy ethics across all disciplines. To meet evolving workforce demands, the college must address the requirement for "durable skills" that remain transferable across diverse and shifting industries.

CLASS is uniquely positioned to seize these challenges by modernizing its academic offerings through interdisciplinary problem-solving aimed at complex, pressing global issues. Significant opportunities exist to forge long-term, mutually beneficial partnerships with industry and community organizations to co-create academic programs and professional development endeavors. By developing market-driven credentials and integrating experiential learning, including community-based projects and work-integrated learning opportunities, the college bridges the gap between the classroom and the world beyond. Furthermore, CLASS is set to expand publicly engaged research and undergraduate creative work to ensure its scholarship remains impactful. These initiatives collectively transform student success, ensuring graduates are professionally prepared and empowered to lead in a dynamic global economy.

Strategic Goals (2026-2030)

The following goals define the direction of CLASS while aligning with the pillars of *Look North: UNT 2030*:

1. **Transform student success:** Directly supports the "Develop" pillar by prioritizing student retention, engagement, and long-term career outcomes.

Success in 2030: Success includes establishing meaningful peer mentoring communities in every department, providing faculty training for career-focused coaching on durable skills, and publicly sharing robust data on post-graduation employment and graduate school placement rates.

2. **Advance interdisciplinary and publicly engaged research:** Aligns with the "Discover" pillar by fostering innovative scholarship that addresses pressing global and societal challenges.

Success in 2030: Success will be defined by a significant increase in external grant submissions and funding value, the expansion of undergraduate research and creative work, and the creation of centers of excellence that elevate the humanities and social sciences.

3. **Strengthen engagement and impact with communities:** Supports the "Drive" pillar by acting as a vital engine for regional growth and civic progress through strategic external alliances.

Success in 2030: Success involves forging long-term, mutually beneficial partnerships with industry and community organizations, co-creating new academic and professional development programs, and establishing a CLASS Distinguished Forum to bridge the college with the broader community.

4. **Advance innovative and impactful instruction:** Bridges "Develop" and "Drive" by preparing students for a dynamic world through modernized, technology-integrated curricula.

Success in 2030: Success entails the universal integration of artificial intelligence literacy and digital ethics across CLASS curricula, expanded experiential and work-integrated learning opportunities, and the development of market-driven credentials that align with industry needs.

Key Outcomes & Metrics

CLASS is strategically aligned with the *Look North: UNT 2030* plan by driving progress across core metrics — student success, research excellence, and community impact — through interdisciplinary collaboration, experiential learning, and public engagement. CLASS also supports emergent metrics with a robust data and measurement framework focused on opportunity, innovation, and visibility. CLASS contributes to each as follows:

- **Student success** | *Develop*
 - Retention and graduation rates: CLASS enhances retention through peer mentoring, co-curricular clubs, and stronger faculty-advising connections.
 - Career readiness: Faculty and advisors receive training on future-focused career outcomes and transferable skills.
 - Post-graduate outcomes: CLASS is improving tracking and analysis of alumni success to demonstrate the value of its degrees.
- **Research excellence** | *Discover*
 - Grant funding and research output: CLASS aims to increase external grant submissions and total funding.
 - It supports faculty through digital showcases, conferences, and public forums.
- **Interdisciplinary research** | *Develop, Discover, Drive*
 - CLASS is advancing centers of excellence that integrate humanities, social sciences, civic deliberation, and health sciences.
 - Undergraduate research is expanding to foster early scholarly engagement.
- **Community engagement and partnerships** | *Drive*
 - Strategic partnerships: CLASS is forging long-term partnerships with industry and community organizations.
 - It co-creates academic programs and research initiatives with external partners.
- **Visibility and influence** | *Drive*
 - Launching the CLASS Distinguished Forum and a strategic marketing plan to elevate CLASS's public profile.

Emergent metrics in *Look North* include opportunity, innovation, and community impact. CLASS's approach includes:

- Tracking engagement in peer mentoring and student clubs to assess belonging and retention.
- Analyzing advising quality and faculty-student interactions to identify gaps and improve outcomes.
- Curriculum modernization: Integration of AI, digital literacy, and ethics across disciplines.
- Credential development: Monitoring uptake and workforce alignment of new interdisciplinary credentials.
- Digital analytics: Measuring reach and engagement of CLASS research on public platforms.

- Event impact tracking: Evaluating attendance and influence of forums and community events.

CLASS uses both quantitative (e.g., retention rates, grant dollars, engagement metrics) and qualitative (e.g., student feedback, community partner input) data to assess progress and refine its strategies.

Core Metrics: Established Benchmarks that Define University Performance

<i>Metric</i>	<i>UNT Baseline (2024/25)</i>	<i>UNT Target (2030)</i>	<i>CLASS Baseline (2024/2025)</i>	<i>CLASS Target (2030)</i>
1st to 2nd year retention	77%	90%	78.5%	90%
4-year graduation rate	42%	65%	49.6%	65%
6-year graduation rate	61%	80%	63.2%	80%
Annual R&D expenditures	\$124M	\$250M	\$12.9M	\$23M
Doctoral degrees awarded	286	300	45	55
Time to value	6 years	Decrease time for programs over median	7 years (median)	6 years

Emergent Metrics: Important Dimensions of Our Success that Require New Approaches

Post-graduation placement: Percentage of graduates placed in high-demand occupations or graduate and professional programs

This data is not consistently tracked across all college units and not regularly updated at this moment.

Career-aligned learning: Percentage of academic programs that integrate internships, industry-sponsored projects, or other work-integrated learning experiences

Developing a more comprehensive, baseline understanding is part of the strategic plan going forward.

Awards and recognitions: Prestigious awards, exhibitions, and performances achieved by our students, faculty, staff, and alumni

CLASS currently tracks this data.

Innovation and entrepreneurship: New ventures, startups, and public impact projects launched by students, faculty, and alumni

Developing a more comprehensive, baseline understanding is part of the strategic plan going forward.

Student and alumni engagement: Perceptions of how well UNT prepares graduates to pursue lives of meaning and purpose

Developing a more comprehensive, baseline understanding is part of the strategic plan going forward.

College-Level Metrics: Other Important Priority Metrics Tracked at the College Level

- **External grant submissions and funding value:** Tracks the volume and total monetary value of competitive grant applications submitted to federal, state, and private entities to sustain scholarly innovation.
- **Semester credit hour (SCH) completion:** Student ratios of attempted versus successfully completed SCH per term.
- **DFWI rates:** Percentage of students receiving DFWIs in specific courses. Used to flag courses that are potential or persistent bottlenecks for student progression
- **Advising quality interaction metrics:** Evaluates the volume, quality, and effectiveness of academic coaching and faculty mentorship connections to identify gaps and optimize student tracking systems. Total number of students advised, total unique majors declared/processed, and cumulative minutes of advising delivered.
- **Average term and cumulative GPA:** Tracked continuously to measure academic standing and evaluate the performance.
- **Major changes:** Data reflecting the frequency and timing of FTIC and transfer students shifting their majors.
- **Summer Session enrollment success:** Disaggregated data tracking the persistence, graduation, and GPA outcomes of students who leverage summer courses, particularly focusing on those who struggled academically during their first traditional academic year.
- **Philanthropic support and external foundation funding:** Tracks annual fundraising totals, alumni giving rates, and external foundation grants secured to support long-term strategic initiatives and student scholarships.
- **Some internal and public facing events tracking:** Measures attendance, geographic reach, and qualitative influence of public-facing deliberation platforms, distinguished lectures, and civic engagement forums.
- **Student (undergrad and grad) research and creative activity participation:** Tracks the number of students engaged in formalized research projects, creative exhibitions, or digital showcase presentations.
- **Faculty research output:** Books, articles, digital works, etc.
- **Student feedback and satisfaction:** Evaluated at the conclusion of programs to measure perceived impact and identify shifting engagement patterns.

CLASS goals for more reliable tracking:

- **Graduate program yield:** Tracks the volume and dispersion of alumni enrolled across external graduate and professional programs.
- **Students recommended for support:** Monitors demographics, admissions risk flags, and real-time utilization of institutional supports.
- **Gap closure target:** Predictive reporting that calculates the exact number of students within a specific demographic needed to achieve a success outcome to fully close opportunity gaps.
- **Intersections analysis tool:** A refined, user-friendly specialized matrix that crosses multiple student demographics simultaneously.
- **First-year probation rates:** Measures the percentage of students placed on academic probation at the conclusion of their first and second semesters.
- **First-year credit completion totals:** Identifies, messages, and measures the percentage of students earning the critical credit threshold by the end of year one that strongly correlates with timely 4-year and 6-year graduation rates.

Goals in Action

Develop the potential of UNT students, faculty, staff, and community members

- Expand experiential learning opportunities, including work-integrated learning experiences, community-based projects, and applied coursework.
- Integrate artificial intelligence literacy and digital literacy ethics across CLASS curricula.
- Support faculty in integrating experiential learning through participation in the university's Learning Ecosystem design thinking initiatives.
- Modernize and enhance the scope of interdisciplinary academic offerings.
- Develop and market diverse credentials of value that bring workforce, community, and industry needs into alignment.
- Create meaningful peer mentoring communities and co-curricular student clubs across each department to improve students' sense of belonging.
- Improve tracking and publicly share data on post-graduation employment and graduate school placement demonstrating the visible value of a CLASS degree.

Discover new knowledge and insights that bridge traditional academic disciplines

- Advance centers of excellence that elevate the humanities, empower communities through social sciences, and build the skills for public deliberation.
- Increase external grant submissions.
- Increase grant funding value.
- Generate sources of funding for students participating in research and creative works.
- Provide seed money to support interdisciplinary research.

Drive creative advances, partnerships, and new models of higher education

- Co-create new academic programs, research endeavors, and professional development opportunities with partners.
- Forge strategic alliances by establishing long-term, mutually beneficial partnerships.
- Identify and pursue grants and philanthropic support from partners to sustain long-term initiatives.
- Establish a CLASS Distinguished Forum on critical and timely issues, creating a bridge between CLASS and the broader community.
- Enhance the quality connections between faculty and college advising.
- Develop a consistent and strategic communication plan that highlights and demonstrates the value of a liberal arts education in a rapidly changing world.
- Provide advisor training for faculty and academic coaches on future-focused career options as well as transferable and durable skills relevant to each discipline.