



CHARLOTTE

BUSINESS AFFAIRS

SHAPING WHAT'S NEXT FOR BUSINESS AFFAIRS

STRATEGIC PLAN | 2021-2031



Division of Business Affairs

The Division of Business Affairs Strategic Plan outlines a comprehensive ten-year strategy for the division that compliments the UNC Charlotte Strategic Plan: Shaping What's Next.

OUR MISSION

To facilitate University student and employee success through excellent service and support.

Our Division Culture

Excellence

Acceptance and Inclusion

Opportunity and Development

Responsibility and Trust

- Customer-centric

- Excitement for the Job



GOAL 1

Ensure the University remains a great place to work

Objective 1.1

Create a divisional culture of employee success

Actions

- 1.1.1. Recognize and reward employees for superior performance
- 1.1.2. Revise HR rewards and recognition program and policy
- 1.1.3. Emphasize and maintain already existing professional development programs to increase manager's ability to think critically, communicate effectively and manage conflict

Objective 1.2

Enhance safety measures, education, training and visibility of public safety for the campus community

Actions

- 1.2.1. Build upon a community policing philosophy to address the causes and reduce the fear of crime and social disorder through problem-solving tactics and police-university partnerships

- 1.2.2. Foster positive community contacts leading to effective communication within the university and surrounding communities promoting crime reduction and prevention tactics

- 1.2.3. Enhance the quality of life for all members of the University through critical training in: workplace safety, student based safety & security programming and collaborative crime prevention efforts with regional law enforcement agencies

- 1.2.4. Collaborate with high-risk departments to achieve 75-100% occupational safety and health compliance

- 1.2.5. Continue training in high risk response to a variety of incidents including: active shooters, bomb threats, and complex criminal investigations

Objective 1.3

Invest in and encourage employee engagement and development

Actions

- 1.3.1. Develop stretch assignments by partnering with the Career Center to offer career counseling and set up opportunities for the employee
- 1.3.2. Encourage employees to enroll in UNC Charlotte collegiate degree programs
- 1.3.3. Identify, document, and market employee career pathways



- 1.3.4. Division wide activities, trainings and events to enhance employee engagement and provide opportunities for development

Objective 1.4

Make employee recruitment a positive experience for candidates, as well as our internal customers

Actions

- 1.4.1. Review and assess the recruitment process for new hires and hiring managers and develop an ongoing process for feedback
- 1.4.2. Build a more robust recruitment program for the University with a focus on active recruitment including the development of a recruitment website and reinforced training with hiring managers
- 1.4.3. Enhance the Dual Career Employment Assistance Program

GOAL 2

Keep tuition and fees affordable for students

Objective 2.1

Annually review and assess student fees and auxiliary charges to students

Actions

- 2.1.1. Review current fees, collections and balances
- 2.1.2. Consider affordability in setting fees

Objective 2.2

Increase student employment, career development and mentor opportunities

Actions

- 2.2.1. Explore options to establish student employment and internship opportunities with relevant experiential learning outcomes
- 2.2.2. Work with the colleges to provide research opportunities to graduate students who can perform research activities that will both help the department and the student
- 2.2.3. Develop a mentorship program within Business Affairs for graduate and undergraduate students

Objective 2.3

Support student financial and life skills programs and initiatives



Actions

- 2.3.1. Confront the issue of food insecurity among students by continuing to build on and expand the Swipe Out Hunger program and contributions to the Jamil Niner Student Pantry
- 2.3.2. Create formalized opportunities in partnership with University colleges for students to pilot and lead real-life business initiatives associated with business affairs enterprises and find creative and innovative solutions to existing challenges

Objective 2.4

Use business partnerships to improve courseware affordability

Actions

- 2.4.1. Work with Academic Affairs to review and improve the process of faculty courseware selection to promote affordable alternatives and remove potential barriers
- 2.4.2. Support affordability through Barnes & Noble Charlotte financial contributions to textbook scholarships

GOAL 3

Provide efficient operations and excellent customer service

Objective 3.1

Evaluate, redesign and develop streamlined and efficient business policies and processes

Actions

- 3.1.1. Create a focus/advisory group to review Business Affairs policies and procedures
- 3.1.2. Evaluate and update current policies and processes regularly for customer satisfaction
- 3.1.3. Ensure that changes and new policies and procedures are communicated effectively across campus
- 3.1.4. Continue to improve the modernization and enhancement of business processes, leveraging technology and integrated workflows
- 3.1.5. Practice consistent policy enforcement

Objective 3.2

Measure and improve customer satisfaction of services provided to campus and community

Actions

- 3.2.1. Create a regular schedule to check customer satisfaction on services, policies, procedures and communication



- 3.2.2. Develop an action plan based on the results of customer feedback
- 3.2.3. Develop and deploy a campus wide customer service training program
- 3.2.4. Modernize Business Affairs websites and enhance customer experience through user friendly design and relevant content
- 3.3.5. Develop a campus engagement tool in partnership with the Center for Wellness Promotion and the Dean of Students Office that will gauge the impact of alcohol and drug citation issuance by PPS and a reduction of recidivism by those participating in the Brief Alcohol Screening and Intervention for College Students (BASICS) risk reduction plan administered by the Center for Wellness Promotion

Objective 3.3

Optimize space usage and utilization in campus facilities

Actions

- 3.3.1. Establish space optimization measurement tools, analytics and protocols to impact allocation and use of space
- 3.3.2. Create a campus wide classroom, laboratory and office space utilization policy
- 3.3.3. Develop and implement a change management and communication plan to promote culture change from space ownership to stewardship

- 3.3.4. Implement a campus-wide conference and meeting room scheduling policy that promotes shared use and increases utilization
- 3.3.5. Develop and implement innovative, flexible classroom and laboratory design
- 3.3.6. Develop and implement innovative solutions for office design and occupancy

Objective 3.4

Create and communicate efficient campuswide capital and budget processes

Actions

- 3.4.1. Develop a strong relationship with the Business Officers across campus to educate and communicate budget processes effectively
- 3.4.2. Develop a long-range, integrated financial planning model and process

Objective 3.5

Support the University in achieving national prominence as an emerging, top-tier research university

Actions

- 3.5.1. Stimulate productive research community partnerships by enhancing safety education and outreach opportunities



- 3.5.2. Plan and implement upgrades to facilities to support excellence and growth in research, scholarship and campus life
- 3.5.3. Renew/redevelop a comprehensive campus master plan
- 3.5.4. Boost support for research through strategic funding and budgeting choices

GOAL 4

Foster a division and campus of diversity, inclusion and community

Objective 4.1.

Create a divisional culture of diversity and inclusion

Actions

- 4.1.1. Develop and implement a pay equity study
- 4.1.2. Integrate diversity, equity and inclusion professional development into work plans
- 4.1.3. Highlight diversity through thematic events, experiences and programs
- 4.1.4. Support the divisional diversity & inclusion committee

- 4.1.5. Work with the Office of Diversity & Inclusion on developing and implementing training opportunities about diversity, equity and inclusion

Objective 4.2

Build and maintain relationships with community partners including businesses, vendors and governments

Actions

- 4.2.1. Create community service opportunities for Business Affairs employees
- 4.2.2. Continue to professionally develop PPS Officers in diverse training opportunities and community policing to engage students and the campus community
- 4.2.3. Strengthen community engagement through the Police Advisory Committee
- 4.2.4. Work with campus partners to implement a supplier diversity plan (HUB) to support growth and success of local minority businesses related to our procurement of goods & services
- 4.2.5. Work to maximize the potential HUB participation in construction contracts on campus



Objective 4.3

Make diversity and inclusion an integral part of division and campus recruitment

Actions

- 4.3.1. Expand on the EEO report for EHRA Staff for utilization with SHRA recruitments
- 4.3.2. Reinforce diversity and inclusion training when conducting recruitments with hiring managers

GOAL 5

Create a more sustainable campus and community

Objective 5.1

Leverage Sustainability Office resources to connect with and educate the campus community

Actions

- 5.1.1. Create a culture in which all University employees and students embrace their roles for achieving sustainability goals, including dissemination and celebration

- 5.1.2. Develop a comprehensive unit and organization specific plan to advance sustainability goals

- 5.1.3. Reach out to businesses and organizations in the region to build a collaboration on regional sustainability

- 5.1.4. Improve scores for Engagement, Academics, and Planning & Administration sections of STARS

Objective 5.2

Implement additional waste reduction measures and continue to support campus sustainability initiatives

Actions

- 5.2.1. Expand Zero Waste initiatives, recycling programs, reuse, and composting

- 5.2.2. Utilize Transportation Demand Management (TDM) programs

- 5.2.3. Expand the availability of electric vehicle charging stations across campus

- 5.2.4. Improve programs for minimizing construction and demolition waste



Objective 5.3

Maintain and improve building energy efficiency

Actions

- 5.3.1. Reduce Energy Use Intensity (energy per square foot)
- 5.3.2. Electrification of buildings to reduce natural gas use and emissions; and exploration of solar energy
- 5.3.3. Reduction in use of diesel generators and replacement with clean technology such as battery storage

Objective 5.4

Achieve a gold STARS rating

Actions

- 5.4.1. Improve score for Operations section of STARS report
- 5.4.2. Implement new STARS rating opportunities as they are developed

Objective 5.5

Implement selective purchasing to improve sustainability

Actions

- 5.5.1. Select ethically sourced merchandise and supplies and pursue Fair Trade and LEED certifications
- 5.5.2. Increase the spend with sustainable products and suppliers
- 5.5.3. Encourage electric vehicle purchasing by revising the vehicle purchasing form and policy



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