

Preface

This strategic plan is the outcome of a year-long process of gathering information from internal and external stakeholders of the college. It outlines the mission and vision of the college, along with specific steps the college can take over the next five years to improve itself.

The College of Arts & Sciences is comprised of quality departments and programs, as well as dedicated and qualified students, lecturers, instructors, advisors, faculty, administrators, and staff. What follows is intended to improve upon the excellence this college has already achieved.

Outlined are a number of goals, accompanied by objectives, action steps, and assessment metrics. All of the goals are important and have been embraced by the stakeholders involved in the process of producing this document.

When listing goals and objectives, it is necessary to list them serially. The fact that some precede others is not intended to emphasize the former or undermine the importance of the latter. There has been an attempt to list action steps within each objective in order of importance. However, all of the goals, objectives, and actions steps listed are important, and the hope is that all are achieved.

It is also the case that some objectives and action steps, perhaps important and achievable ones, do not appear in the document. That occurs for a number of reasons: they may be determined by decisions made at the university level; they may fall under the scope of other units on campus; they may emerge in the course of normal activity or as a consequence of pursuing those contained in the plan; they may be part of the routine or existing activities that will continue but are too numerous to list. However, it should be noted that the strategic plan is a working document. It can, should, and will be revised as a matter of course.

It is impossible to fully incorporate into a single manageable document everyone who does, can, or will contribute to the college and its future success. It is important to reiterate that a strategic plan, particularly at the levels of objectives and action steps, does not comprehensively list all actions that are and could be taken to maintain and improve the excellence in the college. It is hoped that the goals are stated broadly enough that most of what we do and will do relates to one or more goals. Similarly, many of the objectives listed in the plan are aligned with things the college already does. As it articulates objectives and goals, it should be assumed that the plan integrates new efforts with continuing activity. It should also be assumed that changes will follow from using the plan. The intent behind the strategic plan is to develop a new tool to help guide future decisions and actions. It also identifies some of the ways information will be collected to inform decisions and assess progress toward particular objectives or actions. Engaging with the plan complements other operational processes and the expertise from everyone in the college. It helps identify how the multiple stakeholders of the college contribute to its success, enable the college to continue to be excellent, and can aid in making the college even better than it is at present.

Mission Description

The College of Arts & Sciences at the University of North Dakota is the state's top-ranked liberal arts college. The College of Arts & Sciences enhances the lives of North Dakota's citizens, and people across the world, through its liberal arts curriculum, research, and creative scholarship.

The college's departments and programs provide students with a breadth of knowledge and applied experience ensuring they are creative problem-solvers and future leaders. Graduates of the college are team-oriented problem-solvers who appreciate global and domestic diversity; they are effective communicators who can think analytically, act ethically, and practice inclusivity.

To ensure the ability to provide students with such skills, the college offers a liberal arts education through programs in the humanities, visual and performing arts, social and behavioral sciences, mathematics, natural sciences, and a number of interdisciplinary programs.

Graduate students in the College of Arts & Sciences are recruited from across the globe to enroll in one of its 15 Master's programs and 10 doctoral programs. Integral to the college's teaching and research mission, graduate students engage in research and creative activity under the guidance of faculty mentors. Many graduate students are also afforded opportunities to engage in undergraduate education as graduate teaching assistants.

Faculty members in the College of Arts & Sciences are active scholars and creative artists. Faculty research and creative activity informs teaching and affords students research and creative-activity experiences. Faculty research and creative activity furthers disciplinary knowledge, improves our quality of life, and often transcends disciplinary boundaries.

The College of Arts & Sciences is central to the university's mission to serve the state, country, and the workforce through teaching, research, creative activities, and service. The college provides all undergraduate students with a liberal arts education and upholds excellence in all areas and departments. Faculty and staff have been recognized for their extraordinary success in teaching, research, service, advising, and community engagement.

Vision Statement

The College of Arts & Sciences aims to be the top-ranked destination in the state and region for students who seek an educational experience that fuels their curiosity and prepares them to make a positive and meaningful difference in the world. The college will lead the state and region in providing students with a strong liberal arts foundation and experiential learning opportunities to ensure students have the skills, experience, and knowledge necessary to be effective problem-solvers and lifelong learners, particularly in a global context.

Students in the College of Arts & Sciences will experience excellent curricula, positive and creative learning spaces, and inspiring faculty. These experiences will be guided by thoughtful advisors, staff, and administrators who are committed to the students' educational experience. Students will be encouraged to embrace the many educational opportunities designed to broaden their domestic and global knowledge, stimulate their creativity, and fuel their passion for learning. Students will have the opportunity to engage in study abroad, independent and mentored research, and service learning

among many other experiential-learning opportunities. Students will graduate from the College of Arts & Sciences in a timely manner with a deep appreciation for learning, knowledge, and discovery.

The academic quality and diversity of graduate students in the College of Arts & Sciences will be enhanced because of the quality of our graduate faculty, curricula, and availability of competitive student stipends. The college will offer an optimal number of graduate programs, taking into consideration student demand, societal need, and employment opportunities. Graduate students will leave with skills necessary for success in an increasingly competitive job market.

Staff members in the College of Arts & Sciences are central to students' academic success. They will be highly regarded professionals, known for their commitment to service. Staff members will also have a deep appreciation for learning and will embrace professional-development opportunities to further their knowledge and skills.

In addition to their commitment to students' academic success, faculty members in the College of Arts & Sciences will be recognized for their contributions to research and creative activities within their academic disciplines as well as for their ability to work effectively across disciplines. The college will be a leader in interdisciplinary research at the University of North Dakota, and its faculty will be increasingly involved on collaborative and interdisciplinary projects and grants because of the knowledge and experience they bring to such efforts.

The college will be a visible, innovative, and leading organization in the community of Grand Forks, the region, and the state of North Dakota, growing and changing as needs demand. Its commitment to public scholarship and community engagement will be well regarded.

As a hub of excellence and innovation, the college will continuously examine existing programs to ensure they remain relevant and responsive to student and societal needs, which may result in organizational changes as well as new degree programs. The college will, as necessary, adapt learning, teaching, and research spaces to encourage active student engagement and interdisciplinary activities. The college will also work to provide inviting places for the academic community to gather.

Administrators, faculty, and staff in the College of Arts & Sciences will work collaboratively to create a positive working and learning environment that fuels creativity and commitment to learning. The college will continuously look to grow resources to support its strategic goals within a structure of shared governance and with a spirit of innovation.

College of Arts & Sciences' 2014-2019 Strategic Plan

- Goal 1: CHAMPION, CELEBRATE, AND CONVEY THE IMPORTANCE OF THE LIBERAL ARTS
- Goal 2: ENHANCE UNDERGRADUATE EDUCATION BY PROVIDING QUALITY ACADEMIC PROGRAMS AND IMPROVING ACADEMIC ACHIEVEMENT, RETENTION, AND GRADUATION RATES
- Goal 3: ENHANCE GRADUATE STUDENT EDUCATION BY PROVIDING QUALITY GRADUATE PROGRAMS, RECRUITING A DIVERSE STUDENT BODY, AND IMPROVING ACADEMIC ACHIEVEMENT, RETENTION, AND GRADUATION RATES
- Goal 4: DISCOVER, CREATE, AND DISSEMINATE KNOWLEDGE & CREATIVE ACTIVITY
- Goal 5: CREATE ENGAGING AND INCLUSIVE PLACES TO LEARN, RESEARCH, AND WORK
- Goal 6: MAINTAIN FINANCIAL STRENGTH AND SUSTAINABILITY

Goal 1: CHAMPION, CELEBRATE, AND CONVEY THE IMPORTANCE OF THE LIBERAL ARTS

The College of Arts & Sciences provides students with a breadth of knowledge necessary to be engaged and informed global citizens and problem-solvers of the future. Through fostering liberal arts education, the college will provide opportunities for students to develop their capacity to effectively serve and improve local, regional, national, and global communities.

Objective	Action steps	Assessment Metrics
<p>1.1 Effectively communicate the value of liberal arts education and champion key components of the liberal arts at UND via social media, newsletter, website, and other traditional and digital communication venues.</p>	<p>1.1.1 In collaboration with departments and other units on campus, the college will support and advertise liberal arts events (e.g., speaker series, conferences, etc.) made available to the campus community and general public.</p> <p>1.1.2 The college’s Director of Communication and Marketing will revise the college website to more effectively communicate the value of the liberal arts.</p> <p>1.1.3 In collaboration with department chairs, University & Public Affairs and the Provost’s office, the college will develop a communication plan on the value</p>	<p>1.1.1 The college will sponsor 5 or more liberal arts events annually.</p> <p>1.1.2 A renewed website that clearly articulates the value of the liberal arts completed by the end of the 14/15 AY. Digital analytics will be utilized to ascertain the impact of the site and its specific pages, and revisions will be continuously made based on these data.</p> <p>1.1.3 The plan will be completed by the end of the 14/15 AY and implemented beginning in the 15/16 AY.</p>

	of the liberal arts for dissemination to key internal, including students, and external stakeholders, as well as the general public.	
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Goal 2: ENHANCE UNDERGRADUATE EDUCATION BY PROVIDING QUALITY ACADEMIC PROGRAMS AND IMPROVING ACADEMIC ACHIEVEMENT, RETENTION, AND GRADUATION RATES

The College of Arts & Sciences will continue to recruit new undergraduate students and improve student retention, academic achievement, and graduation rates over the next five years by: increasing high-impact educational practices, improving academic advising, providing an array of curricular delivery methods with an emphasis on student-centered pedagogy, offering excellent curricula that address critical society needs, removing institutional barriers to course availability, and increasing scholarship opportunities. Undergraduate students in the College of Arts & Sciences will become globally aware student-scholars and active learners who graduate in a timely manner. They will be poised to work effectively in diverse groups and positioned for successful careers due to a well-rounded liberal arts education and applied educational experiences.

Objectives	Action steps	Assessment Metrics
2.1 Increase number of undergraduate students engaged in high impact educational practices such as, but not limited to, internships, service learning, and research/creative activity experiences.	<p>2.1.1 During the 15/16 AY, chairs will identify internship, co-op, civic engagement, service learning, and/or research/creative activity experience opportunities within their curriculum and the number of students and student credit hours those opportunities have generated annually for the past three years. The dean’s designee will work with the Office of Institutional Research to have these courses and their enrollment tracked on iDashboards. Numbers will be tracked at both the department and college levels.</p> <p>2.1.2 During the 15/16 AY, and continuing into 16/17 AY, chairs will work with their department colleagues to incorporate at least one high-impact learning practice as a required element of their undergraduate curriculum).</p>	<p>2.1.1 Annual increases will occur for both student involvement and student credit hours generated.</p> <p>2.1.2 All departments and programs in the college will offer at least one of the high-impact learning experiences for credit by the end of the 16/17 AY.</p>

	<p>2.1.3 During the 14/15 AY, the dean or the dean’s designee will contact the director of Essential Studies (ES) to begin a conversation as to whether adding research/creativity activity courses as special-emphasis requirements in ES is a feasible option. If so, the college would work with ES during the 14/15 and 15/16 AYs, with the goal to establish those special-emphases courses within ES by the 16/17 AY.</p>	<p>2.1.3 If feasible, research special-emphases courses will be established within ES by the 16/17 AY.</p>
<p>2.2 Support research and public dissemination of undergraduate and graduate students’ research/creative activities.</p>	<p>2.2.1 During the 14/15 and 15/16 AYs, the college’s designee for research will work with chairs to establish a policy for distributing support funds for students’ research/creative activity.</p> <p>2.2.2 The college’s designee for research will work with chairs to determine what funds each department could potentially allocate to supporting student research/creative activity.</p> <p>2.2.3 The dean and the college’s development director will work to establish endowments in each department that support student research/creative activity.</p> <p>2.2.4 By the 16/17 AY, the college has established a fund that will match departments’ spending on support for student research/creative activity one-to-one up to \$5,000 per department annually.</p> <p>2.2.5 During the 14/15 and 15/16 AYs, the college’s designee for research will coordinate with department chairs to establish an</p>	<p>2.2.1 All departments and programs in the college will have established policies for distributing support funds for student research/creative activity by the end of the 15/16 AY.</p> <p>2.2.2 All departments and programs in the college will have identified such sources by the end of the 15/16 AY and that amount of money to increase on an annual basis.</p> <p>2.2.3 At least 25% of the college’s departments and programs will have such endowments by the end of the 18/19 AY.</p> <p>2.2.4 The college will establish a matching fund which will increase on an annual basis until the maximum amount is being matched across all departments.</p> <p>2.2.5 By the 16/17 AY, there is an annual event established showcasing undergraduate students’ research/creative activity</p>

	annual showcase event for undergraduate research/creative activity.	either as a stand-alone event or in concert with other established events on campus.
2.3 Increase number of professional advisors within departments and/or in the college in collaboration with departments within the college and in consideration of UND student affairs activities and plans.	2.3.1. During the 14/15 AY, the dean's designee will work with department chairs and representatives from student services to identify areas within the college with high advising needs.	2.3.1 In collaboration with enrollment services and other university units, the college will devise a plan by the end of the 15/16 AY to address those needs. The plan will be implemented during the 16/17 AY.
2.4 Increase number of courses where lecturers, instructors, and faculty members employ the creative and effective pedagogical methods available in on-campus classrooms, laboratories, and online venues so as to reach a student body that is diverse in its personal, regional, cultural, and racial background.	2.4.1 In the 14/15 AY, the dean's designee will consult with the college faculty, Distance Education, CILT, the AVP for Diversity and Inclusion, and the Office of Instructional Development to determine the best pedagogical methods for reaching a diverse student body. If necessary, a college committee will be formed. 2.4.2 During the 15/16 AY, college-supported workshops or online instructional modules will be created to convey these methods.	2.4.1 Methods will be identified by the end of the 14/15 AY and used in action step 2.4.2. 2.4.2. Fifty or more lecturers, instructors, and faculty members in the college will complete the modules/workshops during the 15/16 AY; additional faculty members in the college will have completed them by the end of the 17/18 AY.
2.5 Encourage lecturers, instructors, and faculty to learn and integrate effective technology into their pedagogy and course design when appropriate and to disseminate their knowledge through the scholarship of teaching when possible.	2.5.1 During the 14/15 and 15/16 AYs, chairs will work with their department colleagues to ensure that completion of faculty-training workshops/modules is officially recognized in the department's policy on annual evaluations and tenure, reappointment, and promotion guidelines.	2.5.1 All departments and programs in the college will have such policy guidelines by the end of the 16/17 AY.

	<p>2.5.2 In collaboration with CILT and the Office of Instructional Development, the college will develop criteria for assessing the effectiveness of integrating new technology into courses.</p> <p>2.5.3 During the 14/15 and 15/16 AYs, chairs will work with their department colleagues to ensure that the department’s annual-evaluation procedure and tenure, reappointment, and promotion guidelines recognize and give credit for scholarship in teaching and learning.</p>	<p>2.5.2 Criteria will be established and implemented by the end of the 16/17 AY.</p> <p>2.5.3 All departments in the college will have such policies by the end of the 16/17 AY.</p>
<p>2.6 Support timely degree completion.</p>	<p>2.6.1 During the 14/15 AY, the dean’s designee will work with the Office of Institutional Research to identify roadblocks/obstacles (e.g., course scheduling, availability, demands from other majors, etc.) within each major that can be identified through iDashboards. During the 15/16 AY, chairs and their department colleagues will identify potential solutions for those roadblocks/obstacles within their major. Curriculum changes will be submitted and approved during or prior to the 16/17 AY.</p>	<p>2.6.1 Curriculum changes will be fully implemented by the 17/18 AY; rates of timely degree completion for all of the majors offered within the college will be higher during the 18/19 AY than in the 14/15 AY.</p>
<p>2.7 In alignment with Strategic Optimization and Alignment Review process, consider the possible merging of programs, the development of new programs, or forming new collaborations that might include new interdisciplinary undergraduate degree programs that utilize faculty expertise and</p>	<p>2.7.1 During the 14/15 and 15/16 AYs, the dean or dean’s designee will work with other colleges to form a campus-wide committee to identify possible new collaborations and interdisciplinary degree programs that respond to student interest, student demands, and needs in the state.</p> <p>2.7.2 The dean and the college’s development director, in consultation with department chairs</p>	<p>2.7.1 A campus-wide committee will be formed by the 16/17 AY.</p> <p>2.7.2 By the 17/18 AY, the college will have received recommendations from the</p>

<p>respond to student interest, student demand, and needs in the state.</p>	<p>and the above campus-wide committee, will develop plans (including shifting resources from existing programs and external support from donors) to support new collaborations and interdisciplinary degree programs that respond to student interest, student demand, and the state's needs/priorities.</p>	<p>committee and financial support for one or more of the recommendations will be secured by the end of the 18/19 AY.</p>
<p>2.8 Increase the number of scholarships for undergraduate students so as to recruit and retain high achieving students through external fund raising.</p>	<p>2.8.1 The dean and the college's development director, in consultation with department chairs, will develop proposals for endowments that specifically support student scholarships within each department/unit.</p>	<p>2.8.1 Three or more new scholarship endowments will be established in the college by the end of the 18/19 AY.</p>
<p>2.9 Increase percentage of students in the college who engage in the following activities: international study abroad, national student exchanges in diverse communities, diversity-related service learning opportunities, civic engagement with diverse constituents, or learning a foreign language.</p>	<p>2.9.1 During the 14/15 and 15/16 AYs, chairs or their designees will review their undergraduate curriculum in terms of identifying ways that study abroad, diversity-related service learning, civic engagement, and/or foreign language requirements can be incorporated into their major if they are not already incorporated.</p>	<p>2.9.1 The paperwork necessary for the curricular changes will be filed and approved during or prior to the 16/17 AY and curriculum changes will be fully implemented by the 17/18 AY.</p>
<p>2.10 Increase financial support for students in the college who study abroad and for faculty-led study abroad opportunities through fundraising and college resources.</p>	<p>2.10.1 During the 14/15 and 15/16 AYs, the college will work to identify funding to support at least two faculty-led international study abroad opportunities for students per year.</p> <p>2.10.2 The dean and the college's development director, in consultation with the appropriate units on campus, will develop proposals for endowments that support international study abroad,</p>	<p>2.10.1 The first faculty-led study abroad group will occur during or prior to the 16/17 AY.</p> <p>2.10.2 At least one such endowment will be established by the end of the 18/19 AY.</p>

	national student exchanges in diverse communities, diversity-related service learning opportunities, and civic engagement with diverse constituents.	
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Goal 3: ENHANCE GRADUATE STUDENT EDUCATION BY PROVIDING QUALITY GRADUATE PROGRAMS, RECRUITING A DIVERSE STUDENT BODY, AND IMPROVING ACADEMIC ACHIEVEMENT, RETENTION, AND GRADUATION RATES

The College of Arts & Sciences will invest in graduate students given their centrality to the college’s teaching and research mission. The college will recruit talented graduate students from diverse personal, regional, cultural, and racial backgrounds and will improve retention and graduation rates while preparing the graduate students for their profession.

Objectives	Action steps	Assessment Metrics
3.1 Increase number of qualified international graduate students, and diverse graduate students from across the U.S., with corresponding increases in GTAs and GRAs to diversify our academic community.	<p>3.1.1 During the 14/15 and 15/16 AYs, the dean’s designee will work with the School of Graduate Studies and the university administration to identify a process by which the college’s graduate-student tuition-waiver budget can be identified in early spring. During or prior to the 16/17 AY, the dean’s designee(s) will develop a tuition-waiver allocation model that will be approved by the college council. This model will include a component designed to recognize and support international graduate students and diverse students from across the U.S.</p> <p>3.1.2 During the 14/15 and 15/16 AYs, the dean’s designee(s), in consultation with chairs of departments with graduate programs, will develop a model for appropriately allocating graduate assistant positions to programs across the college.</p>	<p>3.1.1 The approved graduate student tuition model will be utilized during or prior to the 17/18 AY.</p> <p>3.1.2. The GTA allocation model will be approved by the college council and implemented during or prior to the 16/17 AY.</p>

3.2 Optimize the size of our graduate programs to provide adequate support for students and in consideration of the job market (with consideration from Strategic Optimization and Alignment Review data).	3.2.1 Beginning in 14/15 AY, chairs of departments offering graduate degrees will work with their department colleagues to develop a five-year enrollment plan for their graduate program.	3.2.1 All departments in the college with graduate programs will have such a plan by the end of the 16/17 AY.
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Goal 4: DISCOVER, CREATE, AND DISSEMINATE KNOWLEDGE & CREATIVE ACTIVITY

Faculty members in the College of Arts & Sciences are engaged scholars, researchers, and creative artists whose work solves problems, furthers knowledge, and improves the quality of life in North Dakota and beyond. The college will encourage, support, reward, and help faculty collaborate with one another on interdisciplinary activities while maintaining a commitment to nurture and support disciplinary scholarship and creative activity.

Objectives	Action steps	Assessment Metrics
4.1 Provide resources required for successful research programs and creative activity (internal research funds, lab space, technical support, equipment, start-up funds, etc.) through collaboration with department, college, provost, and UND research office.	<p>4.1.1 During the 14/15 AY, the dean will identify an official college representative or committee on space. This individual or group will then be responsible for coordinating with, and informing, those in the Provost’s and the Division of Research and Economic Development.</p> <p>4.1.2 During the 14/15 AY, the dean will identify an official college representative or committee on technical support. This individual or group will then be responsible for coordinating with, and informing, those in the CILT and UND Tech Support. The goal is to have an official faculty technical-support liaison at the college by the 15/16 AY.</p> <p>4.1.3 By the end of the 15/16 AY, the college’s research designee, working with other offices on campus (e.g., the Division of</p>	<p>4.1.1 An official space liaison or committee at the college will be established by the 15/16 AY.</p> <p>4.1.2 An official faculty technical-support liaison or committee at the college will be established by the 15/16 AY.</p> <p>4.1.3 Start-up packages across the college will be improved in comparison to those of peer institutions by the 18/19 AY.</p>

	Research and Economic Development), will determine peer and national averages for start-up packages for the disciplines represented in the College of Arts & Sciences.	
4.2 Foster applied research that anticipates, identifies, or responds to critical needs in the state.	<p>4.2.1 During the 14/15 and 15/16 AYs, the dean or dean’s designee will work with other colleges to form a campus-wide committee on identifying state needs/priorities.</p> <p>4.2.2 By the 16/17 AY, the college will establish a fund officially designated to address projects that affect the state’s needs/priorities.</p> <p>4.2.3 The dean and the college’s development director, in consultation with department leaders and the above campus-wide committee, will develop proposals for endowments that support applied research that responds to the state’s needs/priorities.</p>	<p>4.2.1 Such a committee will have been formed by the 16/17 AY.</p> <p>4.2.2 \$50,000 to be available for spending during the 16/17 AY, with increases in funding annually.</p> <p>4.2.3 An endowment will be established by the end of the 18/19 AY.</p>
4.3.1 Hire a cluster of faculty who build on the college’s strengths and who can, through interdisciplinary discovery of knowledge, identify and address the needs of the state, region, nation, and world in both teaching and research. The cluster hiring strategy will also consider teaching contributions in areas where needed.	4.3.1 During the 14/15 AY, the dean will appoint a committee to explore potential topic areas/avenues/resources for cluster hires. The recommendations of the committee are submitted to the college in spring 2015.	4.3.1 The cluster hire faculty line/lines will be filled for the 16/17 AY. If funds are available, this process repeats itself starting in the 16/17 AY with the goal being to complete a second cluster hire for the 18/19 AY.

<p>4.4 Increase external research/creative activity funding across the college by providing release time for faculty at all stages of their career to engage in development of strategic innovative research proposals and external grants to support pedagogical innovation or to foster undergraduate original research.</p>	<p>4.4.1 During the 14/15 and 15/16 AYs, chairs will work with their department colleagues and the college office to develop departmental policies and procedures that allow for internal course releases for faculty working on such proposals.</p> <p>4.4.2 During the 14/15 AY, chairs will work with their department colleagues to ensure that developing such proposals is officially recognized in the department’s policy on annual evaluations and tenure, reappointment, and promotion guidelines.</p> <p>4.4.3 In 15/16 AY, the college will set aside a pool of funds to help departments support faculty release time requests in accordance to departmental policies and procedures.</p>	<p>4.4.1 All departments and programs in the college will have such policies and procedures in place by the 16/17 AY.</p> <p>4.4.2 All departments and programs in the college will have such policy guidelines by the end of the 16/17 AY.</p> <p>4.4.3 The college will support up to 10 course releases per year beginning in the 16/17 AY.</p>
<p>4.5 Provide support for faculty members at all stages of their career to establish, pursue, and maintain their program of research/creative activity.</p>	<p>4.5.1 During the 14/15 and 15/16 AYs, chairs work with their department colleagues and the college office to develop departmental policies and procedures that allow for internal course releases for faculty at all stages of their career to allow them to establish, pursue, and maintain their program of research/creative activity.</p> <p>4.5.2 During the 14/15 AY, chairs will work with their department colleagues to ensure that their department has an official policy in their guidelines for tenure, reappointment, and promotion of limiting service requirements of</p>	<p>4.5.1 All departments and programs in the college will have a course-release policy for both early career and established faculty by the 16/17 AY.</p> <p>4.5.2 All departments and programs in the college will have such policy guidelines by the end of the 16/17 AY.</p>

	early career faculty in their first two years of employment so as to aid them in developing their program of research/creative activity.	
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Goal 5: CREATE ENGAGING AND INCLUSIVE PLACES TO LEARN, RESEARCH, AND WORK

The college will create optimal and innovative learning, teaching, and research environments in recognition that physical space matters. The college will be innovative and take advantage of new media and space utilization to enhance and encourage active learning. The college will be committed to diverse and inclusive student, staff, and faculty communities.

Objectives	Action steps	Assessment Metrics
5.1 Improve and create collaborative learning environments (classrooms, gathering areas, lounges).	<p>5.1.1 During the 14/15 AY, the dean will identify an official college representative or committee on space. This individual or group will then be responsible for coordinating with, and informing, those in the Provost’s and UND research office, as well as identifying and creating a college space to encourage collaboration, conversation, and collegiality.</p> <p>5.1.2 The dean, in collaboration with the college’s development director, will pursue external donors to fund teaching-space renovations.</p>	<p>5.1.1 An official space liaison or committee at the college will be established and a space to be identified and created by the end of the 15/16 AY.</p> <p>5.1.2 At least one classroom a year will be renovated beginning in the 15/16 AY.</p>
5.2 Identify IT support needs in the college and appropriate level and type of college-level IT staff with consideration of institutional IT structure and plans.	5.2.1 During the 14/15 AY, the dean will identify an official college representative or committee on technical support. This individual or group will then be responsible for coordinating with, and informing, those in CILT and UND Tech Support.	5.2.1 The college will have an official faculty technical-support liaison or committee by the 15/16 AY.
5.3 Recruit broadly and diversify candidate pools for all staff, lecturer, instructor,	5.3.1 During the 14/15 AY, the dean’s designee will work in collaboration with the AVP for	5.3.1 An annual workshop will be provided beginning in the 15/16 AY and one or more representative(s)

and faculty positions.	Diversity & Inclusion and the affirmative action office to develop an annual workshop on how to support equity and increase diversity in hiring for staff, lecturer, instructor, and faculty positions.	from each search committee within the college will attend the workshop each year.
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Goal 6: MAINTAIN FINANCIAL STRENGTH AND SUSTAINABILITY

Financial sustainability of the College of Arts & Sciences is necessary to respond to students’ academic needs and success, support innovation, and recruit and retain high quality staff and faculty. The college is responsible for growing revenue and for allocating resources based on strategic goals and priorities within a structure of shared governance. This responsibility requires all departments and programs to engage in strategic enrollment plans, sound and efficient business practices, and appropriate balance between tenured and instructional lines. It will require increased philanthropy and a strong collaboration with the UND Foundation and Alumni office.

Objectives	Action steps	Assessment Metrics
6.1 Create college and departmental level enrollment management plans with consideration of college and departmental mission, seat capacity, instructional costs and needs, and student demand. Working in collaboration with UND’s enrollment management, determine the optimal mix of residential, non-residential, international, and online students.	6.1.1 Beginning in 2015, department chairs will work with their department colleagues to develop a five-year undergraduate enrollment plan for their department.	6.1.1. All departments and programs in the college will have a five-year undergraduate enrollment plan by the end of the 16/17 AY and a process for reviewing them on an annual basis.
6.2. Develop a college budget model that supports the current strategic goals of the college and its units while assuring stability and opportunities in the future.	6.2.1 During the 16/17 AY, the dean will appoint a college-level committee to research college-level budget models at peer and aspirational-peer institutions. During the 17/18 AY, the dean will work with the college council on testing such a model.	6.2.1 A college model will be shadow tested during the 18/19 AY for potential implementation in the 19/20 AY.