



UND COLLEGE OF ARTS & SCIENCES STRATEGIC PLAN 2023-2028

OVERVIEW

The College of Arts & Sciences is the steward and heart of comprehensive educational experiences that inspire wonder and discovery at UND. The College of Arts & Sciences equips future industry and thought leaders with the skills they need to be effective communicators, innovative decision-makers, and life-long learners. In addition to demonstrating excellence in teaching, College faculty are active scholars and creative artists who advance knowledge and imagination throughout the region and the world. The College fosters the creative, ethical, and intellectual development and capabilities of its students through its high-impact programs in Fine Arts, Humanities, Math & Science, and Social Sciences.

This plan serves as an evolving road map for the College of Arts & Sciences (A&S) over the next five years, adapting as goals are achieved and new challenges arise. This plan dovetails with the UND LEADS strategic plan to promote the university's mission and vision. The College of Arts & Sciences continues to be instrumental to the success of UND's efforts to provide exceptional educational experiences that enrich the lives of North Dakotans and the global community through excellence in teaching, innovative research and creative activity, and meaningful engagement.

VISION

The College of Arts & Sciences LEADS by providing humanistic, exploratory, critical, and self-reflective experiences and opportunities for students, faculty, staff, and the community.

MISSION

The College of Arts & Sciences is a welcoming and diverse community that engages through dynamic teaching, innovative research, and creative activities. The College of Arts & Sciences is committed to providing holistic educational experiences central to a purposeful life, driven by personal and professional achievements that serve the region, the world, and humankind.

VALUES

- Learning
- Equity
- Affinity
- Discovery
- Service



VALUES & AIMS

The College of Arts & Sciences aspires to promote respect, inclusivity, and equity. We recognize diversity as a universal strength that unites us as a thriving, living, learning community. We achieve a sense of community and connection through the following attributes.

VALUES		AIMS – A&S will:
LEARNING	<p>A&S provides high-quality learning experiences that foster student innovation, critical thinking, problem-solving, and communication skills. This foundation allows students to find their individual purpose and address challenges in a global society.</p> <p>Members of the A&S community flourish as thoughtful and conscientious citizens, engaged collaborators, and future leaders through a broad-based education that grapples with important issues.</p>	<p>Promote an accessible and comprehensive educational experience through opportunities that develop and showcase a broad understanding of the world, its diverse people, and how we live in it.</p> <p>Foster the professional development of faculty and staff, building skills and enhancing leadership potential among the personnel who are integral to fulfilling the College mission.</p>
EQUITY	<p>A&S is a welcoming, inclusive, and equitable community in which individual and shared goals are pursued and achieved.</p>	<p>Ensure equitable access to opportunities and resources within the College.</p> <p>Facilitate opportunities that increase awareness of, understanding, and appreciation for diversity, equity, and inclusion.</p>
AFFINITY	<p>A&S values and celebrates the contributions and achievements of its students, alumni, faculty, staff, and supporters while striving to create a strong sense of community and collaboration.</p>	<p>Promote a sense of community and belonging through a common identity that reflects our shared values and goals.</p> <p>Celebrate the goals and accomplishments of the A&S community.</p>
DISCOVERY	<p>A&S nurtures a sense of wonder and intellectual growth.</p> <p>Research, scholarship, and creative activities embolden the curious in A&S.</p>	<p>Create an open and supportive environment in which collaborative exploration and discovery are encouraged.</p> <p>Enhance opportunities for research and creative activities that will inspire a sense of wonder and develop innovative solutions for a diverse and changing world.</p>
SERVICE	<p>A&S responds to the evolving needs of all people, with emphasis on respectfully serving and collaborating with stakeholders in our local community, state, and region.</p>	<p>Provide scholarly events and opportunities that enhance the service mission of A&S and bring together faculty, staff, students, alumni, and community members.</p> <p>Engage local and statewide communities through targeted outreach and development of key partnerships.</p>

LEARNING

AIM: Promote an accessible and comprehensive educational experience through opportunities that develop and showcase a broad understanding of the world, its diverse people, and how we live in it.

OBJECTIVE: Meet the academic needs of a diverse student body that is increasingly seeking flexible ways to learn and earn a degree or other academic credential.

The College of Arts & Sciences will:

- Support the utilization of best practices in face-to-face and online instruction, including [universal design for learning](#).
- Invest in continued development and growth of flexible educational opportunities, including online courses and programs, SPEA, and new opportunities such as 8-week courses.
- Examine the creation of new and reimagined courses, and cross-disciplinary majors and programs that support student retention and graduation in high-attrition areas.
- Strengthen the relationship between professional academic advisors and faculty mentors.
- Increase pedagogical training for graduate student and first-time instructors.

OBJECTIVE: Support and promote opportunities for students to apply and showcase their learning.

The College of Arts & Sciences will:

- Enhance the Undergraduate Showcase to support participation by students from all four divisions within the college, including online students.
- Expand experiential learning opportunities and collaborative projects, such as community-based research and internships, with an eye to creating lasting partnerships outside of the classroom.
- Facilitate the professional socialization and growth of students through funding and events that encourage career exploration and development of networks.

AIM: Foster the professional development of faculty and staff, building skills and enhancing leadership potential among the personnel who are integral to fulfilling the College mission.

OBJECTIVE: Invest in skills and leadership development of A&S faculty and staff.

The College of Arts & Sciences will:

- Develop and sponsor targeted programs for early- and mid-career faculty, including workshops, training sessions, and small grants.
- Sponsor developmental opportunities for staff, including activities from various entities outside of UND.

EQUITY

AIM: Ensure equitable access to opportunities and resources within the College.

OBJECTIVE: Promote fair and sustainable work practices beginning with the point of hire.

The College of Arts & Sciences will:

- Give employees a voice in policy planning, evaluation, and accountability practices.
- Review workload distributions among faculty and staff, including but not limited to service appointments and teaching allocations.
- Strengthen the presence and role of the College's Inclusion Ambassadors.
- Utilize data from the 2023 compensation review to create a salary equity plan for the College.

OBJECTIVE: Support student access and success by reducing barriers to educational attainment.

The College of Arts & Sciences will:

- Review department communication and recruitment activities, providing assistance to improve or enhance strategies where needed.
- Increase faculty adoption of Open Educational Resources (OER) and low- or no-cost classroom resources.
- Provide additional financial support for students through development of new programs and enhancement of existing scholarships and funds.
- Strengthen partnerships with internal and external partners to smooth the transition to and through college among first-generation and underrepresented students.

AIM: Facilitate opportunities that increase awareness of, understanding, and appreciation for diversity, equity, and inclusion.

OBJECTIVE: Engage campus and community partners through diversity, equity, inclusion, and accessibility (DEIA+) events, research projects, and service learning that address local cultures and histories.

The College of Arts & Sciences will:

- Collaborate with the Office of Diversity and Inclusion, Student Diversity and Inclusion, the Pride Center, Indigenous Student Center, and TTaDA to facilitate workshops and programming for students, staff, and faculty.
- Strengthen offerings in Essential Studies and disciplinary coursework addressing DEIA+ topics.
- Highlight and support efforts by College faculty and staff to generate DEIA+ awareness and understanding.

AFFINITY

AIM: Promote a sense of community and belonging through a common identity that reflects our shared values and goals.

OBJECTIVE: Increase awareness of the College and its four units while highlighting the unique contributions of each field to A&S.

The College of Arts & Sciences will:

- Develop and consistently utilize College logos and marketing materials that help increase brand recognition while being inclusive of units and departments.
- Broadly market A&S programs and events to increase participation and appreciation among diverse stakeholders that support the array of disciplines and service mission of the College.
- Increase the presence of students, faculty, and staff at events that showcase the unique skills and talents of those within the College.
- Host affinity events to bring together members and friends of the College, to learn, socialize, and form new partnerships and collaborations.

AIM: Celebrate the goals and accomplishments of the A&S community.

OBJECTIVE: Provide platforms and events to improve communication, collaboration, socialization, and recognition of accomplishments and opportunities.

The College of Arts & Sciences will:

- Recognize and reward faculty and staff with outstanding achievements by involving them in campus and College events and programs.
- Publish and circulate a quarterly communication highlighting faculty and staff achievements.
- Increase the number of faculty, staff, and alumni who are nominated for internal and external awards.
- Create an A&S staff award to recognize and support outstanding efforts on behalf of the College and UND.

DISCOVERY

AIM: Create an open and supportive environment in which collaborative exploration and discovery are encouraged.

OBJECTIVE: Promote new and existing collaborative research and creativity efforts, including those that are multi- and interdisciplinary.

The College of Arts & Sciences will:

- Engage in hiring processes that result in recruitment of new hires whose work is in alignment with UND's LEADS plan for Discovery, creates or enhances areas of strength within the College, and has the potential to contribute to multi- and/or interdisciplinary research and creative activity teams.
- Host events meant to bring together College faculty involved in research and creative activity.
- Expand awareness of tech-transfer programs (programs that lead to commercialized applications) and support participation of faculty and graduate students where appropriate.

AIM: Enhance opportunities for research and creative activities that will inspire a sense of wonder and develop innovative solutions for a diverse and changing world.

OBJECTIVE: Support and expand resourcing for faculty and student research and creative activity.

The College of Arts & Sciences will:

- Review existing College-sponsored research and creative activity awards to determine success and areas of needed growth.
- Create new opportunities to support student involvement in research and creative activity, including graduate student awards.
- Provide additional infrastructure and support for faculty pursuing extramural funding or opportunities.
- Highlight and support undergraduate research and creative activity, bringing together faculty and students to showcase their work.

SERVICE

AIM: Provide scholarly events and opportunities that enhance the service mission of A&S and bring together faculty, staff, students, alumni, and community members.

OBJECTIVE: Support faculty, staff, and student participation in service activities.

The College of Arts & Sciences will:

- Review current community and professional service efforts among faculty and staff to better understand capacity.
- Engage the College Advisory Board to identify opportunities for community engagement and service partnerships with faculty, staff, students, alumni, and community partners.
- Expand community outreach and accessibility of products and services provided by the College through hosting alumni, departmental, and all-college nights.

AIM: Engage local and statewide communities through targeted outreach and development of key partnerships.

OBJECTIVE: Promote public education in the arts and sciences.

The College of Arts & Sciences will:

- Enhance the presence of the humanities and fine arts across the state of North Dakota.
- Strengthen the relationship between UND and K12 educators in the local community.
- Expand curricular work and facilitate transfer pathways with local tribal college partners.