

Strategic Plan 2017-2022

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 to ensure that they are creative problem-solvers and future leaders who appreciate global and domestic diversity, as well as 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 several interdisciplinary programs.

Graduate students in the College of Arts & Sciences are recruited from across the globe to enroll in one of its current 15 Master's programs and 11 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 leaders 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, employment opportunities, and the fiscal reality facing the College and University. 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.

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 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.

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' 2017-2022 Strategic Plan

LEARNING

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

Goal 2: ENHANCE UNDERGRADUATE AND GRADUATE EDUCATION BY PROVIDING QUALITY ACADEMIC PROGRAMS, RECRUITING A DIVERSE STUDENT BODY, AND IMPROVING ACADEMIC ACHIEVEMENT, RETENTION, AND GRADUATION RATES

Goal 3: DELIVER QUALITY, IN-DEMAND, AND ENGAGING EDUCATIONAL OPPORTUNITIES ONLINE AND ON CAMPUS

DISCOVERY

Goal 4: DISCOVER, CREATE, AND DISSEMINATE KNOWLEDGE & CREATIVE ACTIVITY

ENGAGEMENT

Goal 5: CREATE ENGAGING AND INCLUSIVE OPPORTUNITIES & PLACES TO LEARN, RESEARCH, AND WORK

Goal 6: MEET EDUCATIONAL NEEDS OF ALL STUDENTS, INCLUDING ACTIVE-DUTY MILITARY PERSONNEL, VETERANS, AND THEIR FAMILIES

Goal 7: ATTRACT SUPPORT BY ACTIVELY ENGAGING ALUMNI AND DONORS

Goal 1: CHAMPION, CELEBRATE, AND CONVEY THE IMPORTANCE OF THE LIBERAL ARTS¹

The College of Arts & Sciences concerns itself principally with higher education in the broadest or liberal sense. In alignment with the Association of American Colleges & Universities, the College is dedicated to an “approach to learning that empowers individuals and prepares them to deal with complexity, diversity, and change. It provides students with broad knowledge of the wider world (e.g. science, culture, and society) as well as in-depth study in a specific area of interest. A liberal education helps students develop a sense of social responsibility, as well as strong and transferable intellectual and practical skills such as communication, analytical and problem-solving skills, and a demonstrated ability to apply knowledge and skills in real-world settings.” The College ensures students graduate with a breadth of knowledge and capacity for lifelong learning necessary to be engaged and informed global citizens and problem-solvers of the future. Through fostering liberal arts education, which includes the humanities, fine arts, social sciences, natural sciences, and mathematics, the College will provide opportunities for students to develop and articulate their capacity to effectively serve and improve local, regional, national, and global communities.

Objective	Action steps	Assessment Metrics
1.1 Effectively communicate the humanizing value of liberal arts education and champion the liberal arts at UND via traditional and digital venues.	1.1.1 In collaboration with departments and other units on campus, the College will support and promote liberal arts events (e.g., speaker series, conferences, performances & exhibits, etc.) made available to the campus community and general public. The College will work with UND's Marketing & Communications and University Relations staff to develop and implement a	1.1.2 The number of sponsored events, and the number of attendees at those events, will increase on an annual basis. The A&S College will have a strong liberal arts message including employer demand for liberal arts skills and UND assessment of such skill development on its website in the UND website restructuring scheduled for Calendar Year 2018.

¹ The Liberal Arts are defined throughout this document as the units that comprise the College of Arts & Sciences (i.e., the natural and social sciences, mathematics, the humanities, and the fine, creative, and performing arts).

	communication strategy that effectively promotes existing events and broadly celebrates the value of liberal arts education at UND. Development will occur Fall 2017 with ongoing implementation.	
1.2 Increase the number of double majors, minors, and certificates for A&S undergraduates as timely degree completion and program requirements allow.	1.2.1 Work with Goal 1 team to develop academic pathways for double majors, major/minor, and major/certificates that add breadth to student learning outcomes. Communicate academic pathway options during academic advising.	1.2.1 The percentage of A&S students completing a double major, minor, or certificate will increase by at least 10% by the end of AY 2019-20.

Goal 2: ENHANCE UNDERGRADUATE AND GRADUATE EDUCATION BY PROVIDING QUALITY ACADEMIC PROGRAMS, RECRUITING A DIVERSE STUDENT BODY, AND IMPROVING ACADEMIC ACHIEVEMENT, RETENTION, AND GRADUATION RATES

The College of Arts & Sciences will continue to recruit new undergraduate and graduate students and improve student retention, academic achievement, and graduation rates over the next five years by: increasing high-impact practices (HIPs), improving academic advising, 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. 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
2.1 Increase the number of undergraduate students engaged in HIPs, such as, but not limited to, internships, service learning, research and creative activity experiences.	2.1.1 Chairs will continue to identify internship, community engagement, service learning, creative activity for the public, and/or research/creative activity experience opportunities within their curriculum and track the number of undergraduate students and student credit hours (SCH) those opportunities generate annually. 2.1.2 Chairs will work with their department faculty to incorporate	2.1.1 Annual increases of at least 10% starting from the baseline average over the last 3 academic years (AYs) will occur for SCHs generated. Over the past three AYs, all A&S courses that represent high-impact practices (HIPs) have generated an average of 271 SCHs, so targets are 298 in 2018-19, 328 in AY 2019-20, and 361 for AY 2020-21. 2.1.2 By AY 2020-21, all departments and programs will require at least two HIPs in

	at least two HIPs as required elements of their undergraduate curriculum.	their undergraduate curriculum. Each department and program in the College will offer at least one HIPs for credit within the major per AY. Other HIPs opportunities for students may be interdisciplinary (i.e., cross-listed).
2.2 Support research and public dissemination of undergraduate and graduate students' research and creative activities.	2.2.1 The College will develop a fund and process to support undergraduate research and creative activity experiences.	2.2.1 Funding for undergraduate research/creative activity will increase by 10% each year from the baseline of \$50,000. Specific targets then are \$55,000 in AY 2018-19, \$60,500 in AY 2019-20, and \$66,550 in AY 2020-21.
2.3 Improve graduation and student retention rates.	<p>2.3.1 The College's designee for academic success will continue to work with professional and faculty advisors to establish consistencies in student advising across campus.</p> <p>2.3.2 The College's designee for academic success will work with advisors (professional and faculty) on the implementation of the College's probation program and "at-risk"- program for those student populations.</p> <p>2.3.3 Consistent advising and working with students in vulnerable groups, along with other retention initiatives (e.g., student contact for enrollment between semesters), will serve to increase retention and graduation</p>	<p>2.3.1a Advisors (professional and faculty) will increase in percentage of those using Starfish progress surveys from 67% to 100% by 2018 and beyond.</p> <p>2.3.1b Students will learn how to use their Academic Requirements Report via tutorial and quiz in their Advising Portal. At least 70% of students will know how to use their ARR by 2018 and beyond.</p> <p>2.3.1c The College will develop an online Blackboard advising portal during AY 2017-18 where students will be required – via academic hold – to engage.</p> <p>2.3.2a The "at-risk" program will decrease the percentage of students in the College who are placed on academic probation by at least 5% in the next three AY.</p> <p>2.3.2b The probation program will decrease the percentage of students dismissed from the University by at least 5% in the next three AY.</p> <p>2.3.3a Retention rates (fall to fall) will increase from 77% to 80% in the College in the next three AY.</p> <p>2.3.3b Four-year graduation rates for the college will increase from 30% to 35% by AY 2019-20 and to 40% by AY 2022-23.</p>

	rates in the College of Arts & Sciences.	
2.4 Increase the number of scholarships for undergraduate students and fellowships for graduate students to recruit and retain high-achieving students through external fundraising.	<p>2.4.1 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>2.4.2 The dean and the College’s development director, in consultation with department chairs, will develop plans to add funds or make adjustments to existing endowments that have a principal balance of less than \$25,000 to increase payouts available for scholarships.</p>	<p>2.4.1 The number of scholarship endowments established in the College will increase by three annually over each of the next five fiscal years (2017-2021).</p> <p>2.4.2 All current endowments in the College will be minimally funded at \$25,000 by the end of FY 2022.</p>
2.5 Increase number of qualified international graduate students, and graduate students from across the U.S., with corresponding increases in graduate teaching assistants and graduate research assistants to diversify our academic community.	2.5.1 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 with priorities for doctoral programs to enhance research and will include a component designed to recognize and support international graduate students and students from across the U.S.	<p>2.5.1a A graduate assistantship and tuition waiver allocation model that includes a component to recognize and support international graduate students and students from across the U.S. will be developed and approved by the College Council by the end of AY 2017-18.</p> <p>2.5.1b The percentage of graduate assistantships funded by the College of Arts & Sciences will decrease from a baseline of 88% (AY 2016-17) to 75% or less by the end of AY 2020-21 with funding replaced by external grants or students who pay full tuition.</p> <p>2.5.1c The number of international graduate students enrolled in the College will increase by 5% annually from an average of 77 (Fall 2014) to an average of 103 by the end of AY 2020-21.</p>

Goal 3: DELIVER QUALITY, IN-DEMAND, AND ENGAGING EDUCATIONAL OPPORTUNITIES ONLINE AND ON CAMPUS

The College of Arts & Sciences will strive to offer diverse educational opportunities including providing an array of curricular delivery methods with an emphasis on student-centered pedagogy, offering excellent curricula that address critical society needs facing the state, region, country, and world, and removing institutional barriers to course availability.

Objectives	Action steps	Assessment Metrics
<p>3.1 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 to both reach and help develop a student body that is diverse in its regional, cultural, and racial background.</p>	<p>3.1.1 Faculty members will be informed about and encouraged, via professional development opportunities, to engage in pedagogical development on a regular basis.</p> <p>3.1.2 Increase in the number and variety of courses available to students online.</p> <p>3.1.3 Increase the number of active learning or “flipped” classroom experiences (courses) for students. This includes SCALE-UP classrooms, the Math Active Learning Lab, and the Digital Communications Lab.</p>	<p>3.1.1 Thirty or more lecturers, instructors, and College faculty members will complete modules/workshops in various areas offered by the Teaching Transformation and Development Academy annually.</p> <p>3.1.2 Online course offerings will increase at least 5% in the next three AY across all areas (Fine Art, Humanities, Social Science, and Mathematics & Natural Science) in the College of Arts & Sciences.</p> <p>3.1.3 Active learning or “flipped” classroom experiences (courses) for students will increase by at least 10% by the end of AY 2019-20.</p>

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 Grand Challenges and targeted interdisciplinary activities while maintaining a commitment to nurture and support disciplinary scholarship and creative activity.

Objectives	Action steps	Assessment Metrics
<p>4.1 Provide resources required for successful research programs and creative activity through collaboration with department(s), college,</p>	<p>4.1.1 Provide research and creative activity seed funds to support external grant proposal preparation and submission, with some funds prioritized to support interdisciplinary research that</p>	<p>4.1.1 At least 50% of the seed funds awarded each AY starting with 2017-18 will directly align with UND’s Grand Challenges or will be interdisciplinary in areas of growth and focus within the College.</p>

<p>provost, and the UND Division of Research & Economic Development.</p>	<p>aligns with Grand Challenges as listed in the UND Strategic Plan.</p> <p>4.1.2 Improve computation of faculty load components to ensure accurate reporting of research time on annual faculty contracts.</p> <p>4.1.3 Evaluate the allocation of Graduate Assistantships and Tuition Waivers.</p> <p>4.1.4 Support University efforts to increase the number of post-doctoral researchers in support of UND's Grand Challenges.</p> <p>4.1.5 Employ cost-effective strategies for more holistically supporting the laboratory and computing needs of College researchers.</p>	<p>4.1.2 The College will establish guidelines for more accurate estimates of teaching, research and service, in alignment with UND policies, before contracts are developed for AY 2018-19.</p> <p>4.1.3a The percentage of graduate assistants who are doctoral students will increase from a baseline of 46% (AY 2016-17) to 60% or more by the end of AY 2020-21.</p> <p>4.1.3b The allocation of tuition waivers will support the increased numbers of doctoral students.</p> <p>4.1.4 The college will continue to collaborate with the UND Division of Research & Economic Development to support at least 3 post-doctoral researchers per AY. Preference is given to researchers directly contributing to one of more of UND's Grand Challenges.</p> <p>4.1.5 By the end of AY 2018-19, the College will have a plan for working with the CIO and NDUS CTS to ensure cost-effective strategies for improving access to high performance computing and capability of supporting research areas that utilize "Big Data."</p>
<p>4.2 Foster applied research that anticipates, identifies or responds to critical needs in the state.</p>	<p>4.2.1 The college will maintain an internal research fund designated to address projects that affect the state's needs/priorities.</p>	<p>4.2.1 At least \$30,000 will be available each FY to support applied research in response to critical state needs.</p>
<p>4.3 Recruit and retain top research faculty whose research aligns with UND's Grand Challenges.</p>	<p>4.3.1 In requests to recruit faculty, chairs will include a detailed description of desired research areas, in alignment with UND's Grand Challenges when possible.</p>	<p>4.3.1 Monitor and prioritize requests to recruit for opportunities for addressing UND's Grand Challenges, including the potential for new faculty to contribute to emerging or established interdisciplinary research teams.</p>

	<p>4.3.2 The College will work with chairs to ensure that departments have workload plans that allow for the development of research-intensive vs. teaching-intensive annual contracts.</p> <p>4.3.3 The College will work with chairs to provide support for faculty members at all stages of their career to establish, pursue, and maintain their program of research/creative activity.</p>	<p>4.3.2 Survey departmental workload plans to develop clear course-release policies to support faculty research and/or grant writing. All departments will have such a policy in their workload plans by the end of AY 2019-20.</p> <p>4.3.3 Monitor departmental guidelines for tenure, reappointment, and promotion that limit service requirements of pre-tenured faculty to aid them in developing their program of research/creative activity. All departments will have such a policy in their workload plans by the end of AY 2019-20.</p>
<p>4.4 Increase external funding for research/creative activity across the College.</p>	<p>4.4.1 Ensure that departmental guidelines adequately support efforts to secure external funding.</p> <p>4.4.2 Support faculty who are writing external grant proposals.</p> <p>4.4.3 Increase overall grant funding brought in by College researchers.</p>	<p>4.4.1 By the end of AY 2019-20, departmental evaluation guidelines will recognize and appropriately credit faculty efforts to write and submit external grant proposals.</p> <p>4.4.2a The Associate Dean of Research will identify college faculty who have been successful in securing external funding to mentor new faculty in the craft of grant writing. At least 3 faculty per AY will be mentored by identified, experienced faculty.</p> <p>4.4.2b When appropriate, the College will contract with a professional grant writer to assist with development of significant proposals.</p> <p>4.4.2c The ADR will work with PIs to contact funding agency grant officers as needed.</p> <p>4.4.3 Total awards to College researchers totaled \$2.57 in FY 2017. The goal is at least 5% growth per FY. Specific targets are \$2.70 million by the end of FY 2018; \$2.84 million by the end of FY 2019; and \$3.00 million by the end of FY 2020.</p>

Goal 5: CREATE ENGAGING AND INCLUSIVE OPPORTUNITIES & PLACES TO LEARN, RESEARCH, AND WORK

The College of Arts & Sciences will foster a welcoming, safe, and inclusive campus climate.

Objectives	Action steps	Assessment Metrics
5.1 The College will support and promote curricula and events that foster a welcoming, safe, and inclusive campus climate.	<p>5.1.1 The College will actively work with advisors (professional and faculty) across the University to promote enrollment in the undergraduate certificate program in Diversity & Inclusion.</p> <p>5.1.2 The dean’s office, in collaboration with departments and faculty, will promote programs and events that enhance an inclusive climate campus.</p>	<p>5.1.1 Twenty students will complete the certificate during its first year, with at least a 10% increase in the number of students completing the certificate on an annual basis.</p> <p>5.1.2 The number of inclusive programs, initiatives, and events within the College will increase on an annual basis.</p>

Goal 6: MEET EDUCATIONAL NEEDS OF ALL STUDENTS, INCLUDING ACTIVE-DUTY MILITARY PERSONNEL, VETERANS, AND THEIR FAMILIES

The College of Arts & Sciences will strive to meet the needs of all students, including active-duty military personal, veterans, and their families.

Objectives	Action steps	Assessment Metrics
6.1 The College will strive to make its curricula as widely available as possible and provide outstanding student advisement to meet the needs of all students.	<p>6.1.1 The College will actively seek to expand its online and/or self-paced, enroll-anytime (SPEA) offerings to meet the educational needs of the broadest student population possible.</p> <p>6.1.2 The College will provide the best possible student advising to meet the educational goals of the broadest student population possible.</p>	<p>6.1.1 The number of online/SPEA offerings and enrollments will remain constant or increase on an annual basis. DFW rates in these courses will remain constant or decrease on an annual basis. The number of graduates in online programs/SPEA will remain constant or increase on an annual basis.</p> <p>6.1.2 The number of professional advisors within the College will remain constant or increase on an annual basis. The number of student/advisor contacts will remain constant or increase on an annual basis.</p>
6.2 The College will work with the Provost’s Office and the Registrar’s Office to develop and create	6.2.1 The College’s designee will work with chairs in programs that are able to create articulation	6.2.1 At least three degree options within the College of Arts & Sciences will be articulated for the Air University

military-friendly degree options.	agreements for military-specific degree options.	Associate to Baccalaureate Cooperative Program by start of AY 2021-22.
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Goal 7: ATTRACT SUPPORT BY ACTIVELY ENGAGING ALUMNI AND DONORS

The College of Arts & Sciences will actively engage alumni and donors to support its mission.

Objectives	Action steps	Assessment Metrics
7.1 The College will involve alumni in its governance and will support and promote activities that actively engage alumni and donors.	<p>7.1.1 The College will actively engage with its alumni Advisory Board.</p> <p>7.1.2 The College will encourage 100% participation in annual giving by Advisory Board members.</p> <p>7.1.3 In collaboration with the President’s office and the UND Alumni Association & Foundation, the Dean will strive to meet the fundraising goals for the College.</p> <p>7.1.4 The College will actively promote events and activities that engage alumni and donors.</p>	<p>7.1.1 The College Advisory Board will meet once per semester with the dean and the dean or the dean’s designee will communicate monthly with the Advisory Board to keep them engaged.</p> <p>7.1.2. Increase the number of Advisory Board members who give annually from 50% to 100% by the end of FY 2021.</p> <p>7.1.3 Meet specific, annual fundraising goal(s) set by the President, Dean and the UND Alumni Association & Foundation.</p> <p>7.1.4 Increase the number of Arts & Sciences alumni and/or donors who attend College and UND Alumni Association & Foundation events by 5% over FY 2017 baseline (12.7% of active alumni) by the end of FY 2021.</p>