



# 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:
<b>LEARNING</b>	<p>A&amp;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&amp;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>
<b>EQUITY</b>	<p>A&amp;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>
<b>AFFINITY</b>	<p>A&amp;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&amp;S community.</p>
<b>DISCOVERY</b>	<p>A&amp;S nurtures a sense of wonder and intellectual growth.</p> <p>Research, scholarship, and creative activities embolden the curious in A&amp;S.</p>	<p>Create an open and supportive environment in which collaborative exploration and discovery are encouraged.</p>
<b>SERVICE</b>	<p>A&amp;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>Support scholarly events and activities that facilitate service across A&amp;S.</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 and ongoing pedagogical development in face-to-face and online instruction, including universal design for learning and other accessible and inclusive pedagogical strategies.
- Invest in continued development and growth of flexible educational opportunities, including online courses and programs, SPEA, and new opportunities.
- Strengthen the relationship between professional academic advisors and faculty.

**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.
- Strengthen cross-campus partnerships to enhance student career awareness and development opportunities.

**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:*

- Sponsor developmental opportunities for faculty, including activities from various entities outside of UND.
- 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:*

- Review workload distributions among faculty and staff, including remote work arrangements.
- Create a salary equity plan for the College.

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

*The College of Arts & Sciences will:*

- Promote faculty use of low- or no-cost classroom resources.
- Provide additional financial support for students through development of new endowments and enhancement of existing scholarships and funds.
- Work 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 DEIA+ related efforts and events.

*The College of Arts & Sciences will:*

- Collaborate with campus offices to facilitate DEIA+ related opportunities for students, staff, and faculty.
- Strengthen the presence and role of the College's Inclusion Ambassadors.

## 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 divisions while highlighting the unique contributions of each field to A&S.

*The College of Arts & Sciences will:*

- Broadly market A&S programs and events to increase participation and appreciation among diverse stakeholders that support the liberal arts and mission of the College.
- Involve students, faculty, and staff at events that showcase the unique skills and talents of those within the College.
- Support or host events that 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:** 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.
- Publish and circulate a periodic communication highlighting faculty and staff achievements.

# DISCOVERY

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

**OBJECTIVE:** Promote new and existing research and creativity activity efforts, including those that are collaborative and interdisciplinary and that involve students.

*The College of Arts & Sciences will:*

- Engage in hiring and career advancement processes that align with and enhance areas of strength within the College, or have the potential to contribute to multi- and/or interdisciplinary RCA teams.
- Foster new partnerships by hosting events meant to bring together College faculty involved in research and creative activity.
- Provide additional infrastructure and support for faculty and students engaged in research and creative activity, including pursuit of extramural funding or opportunities.

## SERVICE

**AIM:** Support scholarly events and opportunities that facilitate service across A&S.

**OBJECTIVE:** Support balance and equity for faculty and staff participation in service activities.

*The College of Arts & Sciences will:*

- Review current service efforts among faculty and staff to better understand capacity and enhance equity.
- Foster and recognize community involvement and service partnerships.

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