

**BUILDING EXCELLENCE AND OPPORTUNITY  
IN THE COLLEGE OF ARTS AND SCIENCES  
[Strategic Plan Executive Summary]**

**Prelude**

The College of Arts and Sciences is defined by inquiry and discovery. Faculty in the College pursue fundamental questions into the cultural, social, and natural worlds. This scope and intellectual freedom reflect both the historical characteristic of arts and sciences and speak to the underlying unity of a university's breadth. As the core of a research university, A&S faculty conduct research and advance knowledge in these basic areas of inquiry and use this research to provide a robust and engaged education to undergraduate and graduates students.

Writ large, our mandate is to prepare students to make a difference in the world. Our students are guided by research-active faculty in the exploration of foundational questions and are encouraged to engage in discovery through research and reflection. An A&S education develops the habits of mind that will allow for the understanding, flexibility, and creativity to thrive and lead in a changing world. Our undergraduate students are provided with a breadth of knowledge and variety of critical approaches to questions. Graduate students are trained from their research activities with faculty and post-doctoral students, in laboratories, libraries, clinics, field, and archives to join the professional world as leaders in their fields. Increasingly, more of this education takes place outside the classroom— in a faculty member's laboratory or studio or beyond the campus—and all of it is informed by a faculty engaged in scholarship.

More than at any time in history, what will matter most in an education are not the particulars of what one learns but the *quality* of the education. That is, an education in which students acquire not only the fundamental skills of critical analysis and written and oral communication but also learn perspective, understanding, inquiry, and imagination. An Arts and Sciences education, in addition to providing the foundations for the study of science, law, literature, architecture, medicine, politics and culture, offers these broad and lasting qualities of mind. An A&S education also addresses the changing nature of the world. Its breadth of inquiry will expand its scope in the integration of existing and emerging fields to reflect the increasing global and interdependent world in which we and, more importantly, our students will live.

Looking to the future, the College will seek to enrich its intellectual capital, create stronger graduate programs, and provide a vital education to an increasingly stronger cohort of undergraduate students. Our plan describes the present situation of the College and its peers and outlines a roadmap for building excellence and opportunity. In following this plan, the College will become a vital center for engaged inquiry, discovery and exchange, and in so doing will enable the University to achieve its goal of exhibiting the research and educational characteristics of a private university in the Association of American Universities within the next decade.

<p><b>Goal #1: Increase Faculty Scholarly Activity</b></p>
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- Faculty scholarship will have a greater impact (in their disciplines and in society) within the next five years
- Externally funded research will increase by 20% within 5 years
- Faculty recognitions (national memberships, major awards, etc.) will increase by 20% within 5 years

**Goal #2: Create Stronger Graduate Programs**

- At least 4 PhD programs will rank in the top half of their disciplines within 10 years
- At least 8 PhD programs overall will improve significantly in their disciplinary ranking within the next 10 years
- Mean GRE scores of entering PhD students will increase by 5% and 10% within 5 and 10 years respectively
- Time-to-degree decrease by 10% within 10 years
- Number of PhD degrees awarded will increase by 40% within 10 years
- Stronger career placement
- Exit surveys will show high level of satisfaction

**Goal #3: Provide a robust education to an increasingly stronger cohort of undergraduate students**

- Student exit surveys will show high level of satisfaction with the quality and opportunities in CAS programs
- Freshmen SAT scores and percentage from top 10% of high school class will continue to be higher than the university-wide average as the quality of the incoming students continues to improve
- Retention rate will be at least at the university-wide average
- Within five years, 50% of graduating students will have had a freshman or senior seminar, a research experience and a study-abroad experience

**Goal #4: Increase non-university resources.**

- The College will double in five years and triple within ten years its annual philanthropic dollars over FY05, and ten new chairs/professorships will be secured in this period

**Investments**

In order to accomplish these goals, there needs to be significant investments in the College. These investments include:

- TT faculty growth of at least 20% within the next five years—to 350 FTE
- New and remodeled facilities
- Graduate student stipend increase—and greater number of stipends
- Greater support for faculty research, travel, etc.
- Amelioration of lecturers' salaries and teaching conditions
- Funding for programmatic and curricular innovations