In this strategic plan we identify five goals, consistent with our mission.

**Mission:** UNL’s College of Arts and Sciences empowers students with a world-class education befitting the State of Nebraska's comprehensive, land-grant, research university. Our teaching in the humanities and social and natural sciences gives students the knowledge and skills they need to succeed in an increasingly complex, diverse and interconnected world. We are equally committed to increasing knowledge through research endeavors and creative activities at the leading edge of human experience, and our expertise in service and outreach furthers the interests of Nebraska, the nation, and the world. Our guiding principle is that teaching, research, and service are inextricably intertwined, enhancing our ability to provide an outstanding education.

For each goal we provide a rationale, objectives and strategies to achieve these objectives. We are committed to an uncompromising pursuit of excellence by focusing on areas of existing and emerging strength. We will provide benchmarks and action plans in relation to these goals in separate documents.

**Goals:**

1. **Enhance Undergraduate Education:** As a public land-grant university, undergraduate education is the cornerstone of what we do. As a Big 10 institution, the research and creative activity (hereafter referred to as research) we do integrates with and informs our teaching. The College of Arts and Sciences provides half of the credit hours taught at UNL and all students at UNL, regardless of their college, take A&S courses. A&S is the largest college on campus with students able to choose from over fifty major and minor programs of study.

   Objective 1.1: Prioritize bringing cutting-edge research into the curriculum, especially in introductory classes.
   - Reward units that have tenured and tenure-track faculty teach introductory courses.
   - Prioritize hires that lead to tenured and tenure-track faculty in introductory courses.
   - Support professional development of faculty bringing research into their classes.

   Objective 1.2: Continue to deliver an up-to-date curriculum of high quality.
• Develop and implement a common life sciences curriculum.
• Encourage and support courses with an international perspective.
• Encourage and enable submission of curriculum innovation proposals, especially in areas of diversity and global engagement.
• Work with Undergraduate Studies to enhance instruction in courses with large enrollment.
• Ensure students can complete their degrees in a timely manner through hiring of faculty in areas of high need.
• Work to enhance the ACE program, including assessment and more ACE certified courses in the college.
• Encourage and enable students to pursue minors and double majors.
• Facilitate interdisciplinary teaching.

Objective 1.3: Increase the number of students taking advantage of experiential learning opportunities.
• Promote UCARE participation and submission of grants that include undergraduate research experiences.
• Increase support for study abroad and international experiences.
• Encourage and enhance service-learning opportunities, internships, and civic engagement through community service.
• Encourage the integration of real-world problems in the curriculum.

Objective 1.4: Enhance services provided to existing students and enhance the recruiting of new students.
• Enhance the advising of pre-professional students.
• Obtain better space for the Advising Center.
• Advocate at the university level for better evaluation of transfer credit, an electronic file system for advising, and for midterm reporting of D/F grades.
• Enhance the college web site.
• Increase the use of social media to interact with existing students and recruit new students.
• Work with other units on campus to develop middle/high school programs designed to attract high achieving students and students from underrepresented groups.

2. Increase High-Impact Research and Creative Activities and Enhance Graduate Programs: Research is a defining feature of UNL as the flagship university of the state and as a Big Ten institution. Research advances knowledge and often leads to economic and social development. Cutting-edge research is increasingly done at the boundaries and interfaces of disciplines in efforts that answer large, complex and important questions. Graduate programs of high quality are critical to the research enterprise.

Objective 2.1: Promote and support faculty research.
• Use internal and external measures to identify areas of strength and potential strength.
• Use the strategic planning process to invest in areas that provide the greatest potential for excellence.
• While maintaining disciplinary strength, allocate a significant portion of tenure-track positions to hires that enhance interdisciplinary teaching and research.
• Encourage and enable interdisciplinary research groups.
• Encourage and enable cooperation across departments and colleges.
• Enhance and refine the college’s interdisciplinary grant program.

Objective 2.2 Enhance research infrastructure.
• Work with VCR to prioritize areas of most critical need.
• Encourage and enable interdisciplinary centers.
• Support and contribute to core facilities that benefit research in the college, especially interdisciplinary research.
• Encourage and promote faculty research collaborations with Innovation Campus.

Objective 2.3: Build upon the strength of our nationally recognized graduate programs.
• Use internal and external measures to identify the best programs in the college and programs with the potential to be among the best.
• Use the strategic planning process to develop plans for enhancement of programs that are strong or potentially strong.
• Reallocate TA and faculty lines to support programs identified as strong or potentially strong.
• Encourage and enable efforts to recruit excellent graduate students in programs identified.

3. Increase External Engagement: As the flagship university of the state and a land-grant institution, UNL engages with the citizens of Nebraska, the United States, and the world. We share our knowledge and expertise to help solve real-world problems, enhancing the education of our students and leading to better future research.

Objective 3.1: Encourage student external engagement.
• Increase service learning opportunities in courses in the college.
• Provide more scholarships for service-learning opportunities
• Encourage peer-mentoring and service learning as a way for students to give back to their communities.
• Encourage internships for students.

Objective 3.2: Encourage faculty external engagement.
• Encourage faculty working with K-12 educators.
• Encourage faculty working with government agencies and non-governmental organizations (NGOs).
• Build on student, staff and faculty local relationships with global reach
• Encourage faculty to pursue commercial applications of their research, work with industry, and to engage with Innovation Campus.
• Encourage faculty engagement with the citizens of Nebraska to illustrate the value of research and education at UNL, e.g. through the Speakers Bureau.

4. Increase Diversity: A core value of the university is diversity. It is critical that we prepare our students for an increasingly diverse Nebraska and world. This is just one of the reasons that our college motto is “Diverse paths, shared excellence”. Through diversity we achieve greater excellence and the best possible education for all students.

Objective 4.1: Increase excellence through diversity of staff and faculty.
• Work with search committees to ensure diverse pools of applicants.
• Work with faculty and staff to promote an inclusive work environment.
• Prioritize hiring that has the potential to enhance diverse perspectives in research or instruction.
• Work with the ADVANCE program to recruit and retain more women faculty in STEM disciplines.
• Work to institutionalize ADVANCE initiatives to benefit all hiring, recruiting and retention.

Objective 4.2: Increase faculty and staff knowledge of ways to promote and take advantage of awareness of diverse perspectives.
• Publicize activities in the college related to diversity.
• Support efforts in college to promote diversity.
• Promote the college catch phrase: Diverse paths, shared excellence.

Objective 4.3: Increase the diversity of the student body.
• Encourage outreach to schools that do not traditionally send students to UNL at a high rate. For example, work with the Nebraska College Preparatory Academy Program and efforts to reach Native-American students.
• Promote an inclusive classroom environment.

Objective 4.4: Increase student awareness of the benefits of understanding diversity issues.
• Support the development of ACE Outcome 9 courses.
• Support the activities of student groups that promote diversity.

5. Steward resources wisely and develop new resources: As a public institution we must wisely steward our assets – people, infrastructure and financial support. In order to thrive and become stronger, we must also develop new resources.

Objective 5.1: Support faculty and staff development.
• Increase leadership opportunities for faculty, chairs and directors.
• Increase mentoring of faculty, especially associate professors.
- Create workshops to provide development opportunities for targeted groups (e.g. pre-tenure faculty, mid-career faculty, staff, etc.).
- Increase development opportunities for staff working with Staff Council.

Objective 5.2: Retain key faculty and staff.
- Reward merit through the salary process.
- Support a culture of work/life integration
- Be pro-active in retention offers.
- Nominate faculty and staff for awards, both internal and external.
- Celebrate the achievements of faculty, staff and students.
- Increase communication and morale in the college via sponsored events.

Objective 5.3: Decrease instructional costs while enhancing quality of instruction.
- Work with units to optimize class sizes.
- Encourage units to review curriculum to reduce inefficiencies.
- Seek and promote new modes of instruction, including technology as appropriate.
- Work with chairs and directors to reduce reliance on temporary instructional funds.
- Align instructional funds more closely to enrollment.
- Support efforts of faculty to develop their teaching skills.
- Work with other universities in the NU system and the CIC to cooperatively offer courses.

Objective 5.4: Improve educational infrastructure.
- Analyze college research and teaching space needs.
- Prioritize needs based on this analysis.
- Obtain more and better space and instructional equipment based on these priorities.

Objective 5.5: Increase giving to the College as a part of the Campaign for Nebraska.
- Increase contact with friends of the college through more Foundation hosted events and greater stewardship.
- Increase alumni and student presence on website, in Columns, and on social networking sites.
- Be more pro-active in working with units in the college to help them to identify, cultivate and steward their friends and potential donors.

Objective 5.6: Improve operations in the Dean’s Office and unit offices.
- Finish the internal self-assessment and review (Baldrige Process) of the Dean’s Office.
- Implement changes based on the review.
- Consider an external review of Dean’s Office operations.
- Perform operational reviews of units, as needed.
- Consider greater use of business centers in college.