

The College of Arts and Sciences **Strategic Plan**

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1. Introduction

As the largest college at the University of Kentucky, Arts and Sciences has not only grown with the university but has propelled the university's growth as *the* institution of choice within Kentucky and nationally. Our 440 faculty teach, research, and produce creative work alongside our students throughout nineteen departments and fourteen interdisciplinary programs. We believe strongly that success in each aspect of this plan – undergraduate and graduate education, diversity, research, and outreach – supports and enables success in all of the other areas, to the benefit of our students.

Arts & Sciences faculty are among the university's most celebrated for their teaching and research. Often recognized for the outstanding quality of our instruction, we regularly win the campus-wide Provost's Outstanding Teaching Award and the Alumni Association's Great Teacher Award. Expanding our world-wide influence, several faculty have been awarded Fulbright grants in recent years to support teaching and research in Asia, Europe, and the Middle East. Our research and creative work have been honored with a National Book Award, as well as prestigious fellowships from the Guggenheim Foundation, the Ford Foundation, and the Woodrow Wilson Foundation, among others. The life-changing research of A&S faculty is supported by the National Institute for Health, the National Science Foundation, the Department of Energy, NASA, the National Endowment for the Humanities, and the National Humanities Center, among many other sources.

Arts & Sciences students often win the most prestigious scholarships and awards. A young Political Science major and future leader recently won a Harry S. Truman Scholarship, while a History major received a Marshall Scholarship. Within the university, our college has the highest percentage of students enrolled in the University Honors Program, as over one third of Honors Students are A&S Majors. Similarly, fully one-half of the Chellgren Fellows are A&S students. Our graduate students likewise often receive the university's most prominent fellowships and awards, including the Multi-Year, Presidential, Dissertation Year, and Lyman T. Johnson Fellowships.

As we build on these achievements and accolades, over the next five years Arts & Sciences faculty and staff will continue to redefine the horizon of possibility in our research, teaching, and outreach. With a deep commitment to the unbreakable connection between cutting-edge research and inspired teaching, our faculty push the boundaries of knowledge alongside our students. Arts & Sciences' goal is simple but resounding: to conduct transformative research in the Natural Sciences, Social Sciences, and Humanities in combination with extraordinary teaching and outreach in order to better the lives of students and citizens throughout Kentucky and beyond.

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2. Our Vision and Strategic Objectives

Strategic Vision

With a broad portfolio of research and creative endeavor, we commit fully to the integration of excellent scholarship and committed teaching in an environment that nurtures excellence, transforms lives, and fosters a sense of belonging and inclusion for everyone.

Strategic Objectives

Undergraduate Student Success

Provide students from within the commonwealth and beyond a transformational education that enables understanding of the world and their place in it, equips them for continuous intellectual and personal growth, and lays the foundation for life-long high achievement.

Graduate Education

Strengthen the quality and productivity of our graduate programs and transform our students into accomplished scholars and researchers who contribute to the commonwealth, the nation, and the world.

Diversity and Inclusion

Enhance diversity and inclusion through recruitment, promotion, and retention of an increasingly diverse population of faculty, administrators, staff, and students, and by implementing initiatives that provide rich, diversity-related experiences for all to help ensure their success in an interconnected world.

Research and Scholarship

Expand research, scholarship, and creative endeavor across the full range of disciplines, and to focus on important challenges to the commonwealth, nation, and world in all of their historical and contemporary dimensions.

Outreach and Community Engagement

Engage with community partners and share together ways of understanding the world, different forms of knowledge, and collaborative conversations regarding key issues of mutual interest or significance.

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3. Strategic Objective: Undergraduate Student Success

Provide students from within the commonwealth and beyond a transformational education that enables understanding of the world and their place in it, equips them for continuous intellectual and personal growth, and lays the foundation for life-long high achievement.

We will make strategic investments in the college to enhance curricular and extracurricular instruction that prepares students to lead as citizens and thinkers. These investments include promoting student research, service learning, and education abroad. Fundamental to these goals, we will encourage timely degree completion and career planning through a robust student support system.

Strategic Initiative 1: Prepare students as thinkers and leaders by offering rigorous, diverse, and innovative curricula and state-of-the art teaching.

Action Step 1: Refine course offerings across the College to further engage students in the fundamental areas and benefits of a liberal arts education, including problem-solving, cultural competency, collaborative learning, creative thinking, and team building.

Action Step 2: Build on the foundation of existing programs and on the strengths of the College to create new undergraduate programs (such as certificates, dual degrees, multidisciplinary and trans-disciplinary offerings) that broaden student preparation.

Action Step 3: Implement incentive programs to support and encourage faculty and staff to learn and employ promising or proven teaching practices, with particular emphasis on reducing achievement gaps and transitioning students to become independent learners.

Strategic Initiative 2: Provide and support opportunities for transformational experiences and learning in research, service learning, and education abroad.

Action Step 1: Increase high-impact practices such as undergraduate research, education abroad, service learning, and other experiential learning programs throughout academic curricula and majors. Enhance student engagement in curricular and co-curricular programs that promote civic engagement and leadership development.

Action Step 2: Increase A&S faculty participation in signature programs of undergraduate excellence at the university, college and department levels to provide

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an enhanced learning experience for more students. Expand opportunities for A&S students to participate in these signature programs.

Action Step 3: Integrate curricular and co-curricular activities designed to promote student engagement, diversity, and retention by strategically investing in living-learning programs.

Strategic Initiative 3: Support the success of a diverse student body to ensure timely degree completion through high-impact, student-centered methods and systems.

Action Step 1: In collaboration with other units on campus, enhance the college readiness of all entering students (both first-time and transfer) by supporting and expanding summer preparatory programs, strengthening partnerships with high schools and community colleges, and applying innovative online/distance-learning approaches. Provide high quality tutoring and peer mentoring services in core academic areas for currently enrolled students.

Action Step 2: Implement comprehensive first-year and second-year experience programs, such as cohort-scheduling and seminars in departments.

Action Step 3: Provide integrated advising for both degree completion and career planning to maximize students' success. Define and communicate clear pathways and provide course offerings that enable students to graduate in four years.

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Metrics

Metric	Baseline	2020 Target
First Year Retention rates	81.3% (2014 Cohort)	90% (2019 Cohort)
Four Year Graduation rate	43.8% (2010 Cohort)	53% (2016 Cohort)
Six Year Graduation rate	63% (2008 Cohort)	70% (2014 Cohort)
Bachelors Degrees awarded	984 (2014 AY)	>1000

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4. Strategic Objective: Graduate Education

To strengthen the quality and productivity of our graduate programs and transform our students into accomplished scholars and researchers who contribute to the commonwealth, the nation, and the world.

The College of Arts & Sciences is composed of diverse disciplines that span the humanities, social sciences, natural sciences, and mathematics. In order to develop the most accomplished scholars with the greatest prospects for success in their fields, we must recruit and admit the strongest applicants, provide competitive financial support and clearly defined programs that promote degree completion, and expand offerings to enhance academic and non-academic career preparation.

Strategic Initiative 1: Recruit outstanding graduate students from all backgrounds.

Action Step 1: Establish competitive packages for recruiting domestic and international graduate students, including competitive compensation for assistantships and tuition scholarships associated with all assistantships.

Action Step 2: Work with central administrative units to improve climate, inclusion, and diversity in graduate education.

Action Step 3: Develop strategies for identifying high-performing domestic and international students from diverse backgrounds and for disseminating information about the College's strong graduate programs.

Strategic Initiative 2: Invest in graduate programs that provide outstanding training, have great promise, and/or whose graduate students demonstrate excellence at national or global levels.

Action Step 1: In partnership with the University, provide fellowships, assistantships, and tuition scholarships to target exceptional students in all programs.

Action Step 2: Ensure that existing and emerging areas of strength are sufficiently supported to thrive, especially through the recruitment and research opportunities provided to programs and students in these areas.

Action Step 3: Work with Development to grow donor-based mechanisms for financial support of graduate student education and research.

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Strategic Initiative 3: Elevate the quality and richness of the graduate student experience and enhance academic and non-academic career preparation.

Action Step 1: Enhance the professional development of graduate students through curricular and co-curricular enrichment, mentoring, and programming to improve leadership, management, and communication skills.

Action Step 2: Offer expanded career planning that includes academics, industry, government, non-profit organizations and non-governmental organizations.

Action Step 3: Track the long-term success and contributions of graduates, and use this information to evaluate and improve the College's graduate programs.

Metrics

Although some metrics to assess progress are common across programs, meaningful evaluation of progress toward strategic goals also should allow for disciplinary variations in measures of productivity.

Metric	Baseline	2020 Target
Percentage of doctoral applicants accepted	26.3%	Improve
Mean GRE percentiles	67.9V, 57.1Q, 58.2 A	Improve
percentage of underrepresented students in PhD programs	7.2%	10% increase
Yield	50.3%	Improve
PhD % retained to degree	TBD	8% increase
PhD Time to degree	7 years	8% decrease
PhD degrees awarded (5 year average used)	92	8% increase

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5. Strategic Objective: Diversity and Inclusion

Enhance diversity and inclusion within the College of Arts and Sciences through recruitment, promotion, and retention of an increasingly diverse population of faculty, administrators, staff, and students, and by implementing initiatives that provide rich, diversity-related experiences for all to help ensure their success in an interconnected world. By *diversity* we mean increasing the quantifiable number of members of underrepresented groups employed in the College including: racial and ethnic minorities; women; members of LGBTQ communities; all social classes, religions, and nationalities; and differently abled individuals. By *inclusion*, we mean individuals' senses of ownership, security, and well-being.

We will achieve this objective by working collaboratively to create a community in which all students, faculty, and staff in the College participate in an environment of openness and acceptance, and in which people of all backgrounds, identities, and perspectives feel welcome, safe, and able to thrive.

We are committed to providing an enriching experience for *all* students, faculty, and staff by actively exploring and adopting initiatives that will expand diversity and inclusion in our College.

Strategic Initiative 1: Foster a diverse community of engaged students.

Action Step 1: Ensure that all students have a meaningful educational experience, curricular, co-curricular and extracurricular, in which they learn about difference, diversity, and discrimination, both individual and structural, and both contemporary and historical.

Action Step 2: Create a new section on diversity and inclusion on the FMER that rewards efforts to enhance diversity and inclusion in teaching and research, as well as efforts in support of diversity-focused organizations on campus, in disciplines, and within the community.

Action Step 3: Provide special opportunities and funds for faculty and students to work together on issues of inclusion and diversity.

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Strategic Initiative 2: Improve Workforce Diversity and Inclusion; Engage diverse worldviews and perspectives by increasing awareness of diversity and by creating communications across campus that address these issues.

Action Step 1: Increase diversity by hiring and retaining more individuals from underrepresented groups in all workforce position categories.

Action Step 2: Make programs that emphasize understanding and promoting diversity and inclusion in the workplace available to all faculty, while also increasing the specific programs aimed at developing the careers of underrepresented groups.

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Metrics

Metric	Baseline	2020 Target
Creation of new section on diversity and inclusion on FMER	Non-existing	Created
percentage of faculty from underrepresented groups	22.2%	24%
Percentage of staff from underrepresented groups	12.9%	15%
Percentage of women faculty	39%	42%
# of events/programs related to diversity and inclusion attended by undergraduate and graduate students	193	Increase by 10%

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6. Strategic Objective: Research and Scholarship

Expand research, scholarship, and creative endeavor across the full range of disciplines to focus on important challenges to the commonwealth, nation, and world in all of their historical and contemporary dimensions.

As a multidisciplinary College, we aim to value and excel at all forms of research and creative endeavor, including those fields where extramural support is customary and those where it is less available.

Strategic Initiative 1: Invest in the College's strengths and potential areas of strength with an eye toward benefiting and enriching the citizens of the commonwealth, nation, and world.

Action Step 1: Ensure that the College's existing and emerging areas of strength in research, scholarship, and creative endeavor are sufficiently supported to thrive.

Action Step 2: Ensure all research-active faculty members have reasonable opportunities to develop their programs of research, scholarship, and creative endeavors.

Action Step 3: Foster conceptual, temporal, physical, and financial space for the growth of interdisciplinary and collaborative projects that cross extant boundaries.

Action Step 4: Facilitate and grow international research and remove internal impediments to its pursuit.

Strategic Initiative 2: Recruit and retain outstanding faculty, staff and postdoctoral students in support of research and scholarship across the range of disciplines in the College.

Action Step 1: Recruit and retain world-class researchers and scholars in areas of existent, emerging, and potential strength.

Action Step 2: Support research productivity by adjusting faculty research and teaching assignments.

Action Step 3: Pursue gifts in support of the College's research mission and create new endowed faculty chairs, professorships, and fellowships both to recruit, retain, and make faculty members more competitive and to promote diversity among the faculty.

Action Step 4: Establish new awards, incentive programs, and mentorship programs to foster excellence and innovation in research, scholarship, and creative

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endeavor.

Action Step 5: Explore ways to support additional postdoctoral students and to expedite postdoctoral students' transitions to professional researchers.

Strategic initiative 3: Improve the quality of the research infrastructure that supports the College's efforts.

Action Step 1: Implement a plan to create additional, and to upgrade existing, physical space that supports research and scholarship, including offices where necessary.

Action Step 2: Provide state-of-the-art shared facilities, equipment, and research space.

Action Step 3: Work with the University to better coordinate OSPA and SPA and to incentivize effective procedures and better communications with the College and its faculty.

Strategic Initiative 4: Strengthen engagement efforts and the translation and dissemination of research and creative work for the benefit of the commonwealth, nation and world.

Action Step 1: Promote and incentivize the development of patents and techniques, and work toward making the University office in charge of patents and start-ups more effective.

Action Step 2: Intensify efforts to translate and disseminate research projects and findings to the community.

Action Step 3: Increase community and K-12 participation in research, scholarship, and creative work.

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Metrics

Metric	Baseline	2020 Target
Total number of external grants	284 (calculated based on ave of FY 11-15) http://www.research.uky.edu/numbers/reports.html	8% increase
Total amount of external funding as PIs	\$17,842,660 (calculated based on ave FY11-15) http://www.research.uky.edu/numbers/AwardsFY2011-2015.pdf	8 % increase
Number of published books	87	Annual increase10% Increase
Number of published articles	1558	10% Increase
Number of Invited talks and Keynote addresses	1339	10% Increase
Number of external fellowships	61	10% Increase
Number of cross disciplinary collaborative publications	462	10% increase
Number of Cross disciplinary grant proposals	437	10% increase
Patent growth and increased income generation	64 patents	10% Increase
Donations in support of research etc.	\$177,077	7% increase

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7. Strategic Objective: Outreach and Community Engagement

Engage with community partners to exchange different forms of understanding and knowledge, and collaborative conversations on key issues of mutual interests.

We fundamentally recognize the importance of being immersed in and involved with the communities that UK touches, both within Lexington and farther afield. Our aim is both to enrich our community and to learn from those we serve.

Strategic Initiative 1: Reaffirm the College's commitment to outreach and community engagement

Action Step 1: Recognize and reward faculty initiative and work in the field of outreach and community engagement through the FMER process, tenure and promotion guidelines, and college-level awards for excellence in this field.

Action Step 2: Leverage existing resources to provide support to and promote innovative faculty initiatives in outreach and community engagement.

Action Step 3: Ensure proper assessment and reporting of courses and programs that include engagement and outreach components.

Action Step 4: Encourage the integration of innovative and responsive outreach and community engagement with research, teaching, and learning.

Action Step 5: Provide opportunities for students to practice community engagement and outreach through faculty-led courses, living learning programs, and research experiences.

Strategic Initiative 2: Attend to the needs of the community with ethical integrity

Action Step 1: Promote and facilitate interdisciplinary dialogues regarding the ethics and practices of outreach and community engagement.

Action Step 2: Reinforce the importance of reciprocity and collaboration with community partners and stakeholders in planning and sharing research and teaching collaborations and in identifying issues, outcomes and needs assessments.

Action Step 3: Demonstrate commitment to community partners through the development, support, and promotion of sustained collaborative efforts and programming.

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Metrics

Metric	Baseline	2020 Target
Number of partnerships between college departments and stakeholders	332	350
College database aligned with University's	No	Yes

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8. Conclusion:

The College of Arts and Sciences changes the lives of its students, Kentuckians at large, and communities across the world. We believe that a faculty fully committed to integrating innovative research with exceptional teaching and outreach provides the surest path to understanding the past, solving the problems of today, and imagining the possibilities of tomorrow. Because those who actively perform research and produce creative works are best-equipped to teach the next generation, we hold dear the value of a professional faculty deeply engaged with its students.

In concert with the University's overall Strategic Plan, this plan embodies our deep commitment to intellectual inquiry that, in turn, helps our students to become vibrant and active thinkers who excel at life-long learning. The College of Arts and Sciences serves Kentucky and the world by reshaping the boundaries of knowledge, improving the lives of those around us, and developing young men and women into people of open-minded integrity who work toward more secure and meaningful lives for everybody.

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