

The College of Arts and Sciences
The University of Tennessee, Knoxville

STRATEGIC PLAN

Accepted March 29, 2012

CAS MISSION

The College of Arts and Sciences is a diverse community of teachers, learners and scholars, from across the nation and around the world, who work together to advance the frontiers of human knowledge and creative activity across a wide range of academic disciplines while serving communities beyond the campus through professional service and public engagement. The College seeks to uphold the highest standards of academic freedom and to cultivate in students the critical thinking skills, intellectual inquiry and understanding of diverse human cultures that are necessary to become engaged global citizens. By emphasizing core values of a liberal arts education, life-long learning and adaptability, the College's academic programs provide students with the intellectual foundations for a rich, fulfilled, and engaged life and career.

CAS VISION

The College of Arts and Sciences will attract a diverse student population and provide both an excellent liberal arts education to undergraduates and an excellent professional education to graduate students.

The College of Arts and Sciences will be a leader among public research universities in the Humanities, Social Sciences, Natural Sciences, and Creative Arts by rewarding the scholarly and creative productivity of its members; by promoting increased extramural support for research, scholarship, and creative activity; and by supporting outreach to the state, the nation, and the world.

CAS VALUES

Committed to the traditions of the liberal arts, the College seeks to promote the values of free and bold intellectual inquiry, vibrant and effective civic engagement, respect for diversity, and an understanding of our nation's and world's rich cultural heritages.

GOALS FROM 2012

I. Provide a diverse undergraduate student body with an excellent education.

The College should provide all UTK students with a liberal arts core education that helps develop critical skills necessary for life-long learning in a changing, global environment. To its majors and minors, the College should also provide instruction in the foundational ideas and latest developments of their discipline. Finally, the College should provide its future alumni with opportunities for research and creative activity, international and intercultural study, and engagement with communities across the world.

II. Recruit well-prepared graduate students from diverse backgrounds, and educate and mentor them effectively.

The College's graduate programs should attract and admit students with excellent prior education and relevant experience, and should provide strong curricula, thoughtful and responsible supervision of students' research progress, and effective advising and mentoring of students. The College's graduate programs should prepare students for successful careers in their chosen fields.

III. Promote, support, and reward faculty excellence in scholarship and creative activity.

The creative and scholarly works of College faculty should be recognized nationally and internationally for their quality and impact (as measured by appropriate disciplinary metrics), should be disseminated broadly, and should support the University's land-grant mission when appropriate. College faculty should be rewarded for scholarly and creative excellence.

IV. Continue to build, support, and retain a world-class faculty and staff.

The College faculty and staff should be widely recognized as a diverse community of outstanding individuals committed to the College's mission and vision. They should enjoy a collegial and supportive workplace that values diversity and that provides opportunities for continuous professional development and effective mentoring.

V. Increase the resource base that the College has available to accomplish its goals.

The College should have a base budget that is sufficient for it to carry out its mission and accomplish its strategic goals, should continuously and effectively communicate its accomplishments to external stakeholders, and should cultivate mutually-beneficial relationships with stakeholders that allow them to invest in the College's future successes.

CAS 2012 Key measures of progress:

1. Total student credit hours delivered by Arts and Sciences units, by course level (100-, 200-, 300-, 400-, 500-, and 600-level courses).
2. Fraction of student credit hours in undergraduate Arts and Sciences courses that are delivered by tenure-line faculty members, by course level (100-, 200-, 300-, and 400-level courses).
3. Number of undergraduate degrees granted annually by Arts and Sciences units, and four-, five- and six-year graduation rates of students receiving undergraduate degrees from Arts and Sciences.
4. Number of graduate degrees granted annually by Arts and Sciences units, and time to degree, reported by degree type (MA, MS, MM, MFA, PhD) and discipline.
5. Fraction of Arts and Sciences undergraduate majors that are involved in original research, scholarship, creative activity, field work experiences, or study abroad courses or programs.
6. Fraction of graduate students, by unit, receiving financial support (through internal or external assistantships, fellowships, or external grants or contracts).
7. Number and percentage of graduate students receiving external fellowships.
8. Number of articles, books, exhibitions, and performances by Arts and Sciences faculty.
9. Number and percentage of Arts and Sciences faculty receiving nationally-recognized awards.
10. Grant awards and expenditures, both overall and from Federal sources.
11. Establishment of unit-level and College-level rubrics for the assessment of instructional quality.