

Preamble:

Arts, Sciences & Engineering (AS&E) strives to nurture educational excellence, to foster an exceptional research environment, and to promote social responsibility for all members of our community. Hallmarks of the AS&E experience are strong impact through research and scholarship, advancement of the academic, professional and personal growth of our students, staff, and faculty, and empowering the next wave of global citizens.

Our priorities lie in three interwoven domains: becoming more diverse, inclusive and equitable; improving educational experiences and outcomes for all students; and advancing our impact as a research institution. Success in each of these areas is intimately dependent on the other two, and thus many of the bullet points in each section directly or indirectly reflect those in other sections. ***The driving force behind all of these priorities is to make Arts, Sciences & Engineering, and the University of Rochester more generally, a destination of choice for faculty, students, staff, visitors, and post-docs.***

1. Become more diverse, inclusive, and equitable

- a. Establish a comprehensive, inclusive, and equitable talent management approach
 - i. Explore new hiring, professional development, and evaluation processes that support the recruitment and retention of diverse constituencies across the varied domains in which faculty, students, researchers, and staff work; remove barriers to the recruitment and retention of populations with special needs; ensure equitable hiring and evaluation practices across racial groups and gender identities
 - ii. Create new on-boarding for staff to assist them in acculturating to AS&E and readying them to be productive and effective members of the community
 - iii. Expand partner hiring options by leveraging regional connections with industry and other educational institutions
 - iv. Prioritize the creation of scholarships, professorships, and support funds to offer new ways of attracting diverse candidates
 - v. Expand cluster hiring possibilities by soliciting proposals in areas related to our diversity aspirations
 - vi. Ensure that all staff and faculty are equitably treated through performance reviews, salary, promotions, and other measures
- b. Empower all of our community members to have a voice in our future
 - i. Use existing structures (e.g., Faculty Council, Students' Association, College Diversity Roundtable, Graduate Student Association, all-staff meetings) and create new ones to facilitate student, staff, and faculty input and feedback on our policies, challenges, and shared goals
 - ii. Develop multiple avenues for communication (confidential, small groups, ombuds) such that all community members feel empowered and able to provide input and feedback on AS&E actions, policies, and proposals
 - iii. Make the campus more inclusive for those with disabilities

AS&E PRIORITIES

- iv. Partner with central administration to ensure student, staff, and faculty input into the next University strategic plan and fundraising plan
- c. Raise the visibility of our named institutes to make AS&E a national leader on topics of equity and inclusion
 - i. Empower and support the new leadership of the Frederick Douglass Institute to move aggressively toward national prominence in the field of African and African American studies and complex social issues related to race and ethnicity
 - ii. Provide support to the Susan B. Anthony Institute in its work toward becoming a prominent national resource on scholarship and teaching related to gender and sexuality
 - iii. Explore opportunities for new interdisciplinary and identity-related institutes and centers (e.g., Disability studies, Hispanic studies, Asian studies)
- d. Partner with the new University Office of Equity and Inclusion to expand training and resources available to AS&E students, faculty, staff, and researchers
 - i. Deepen training on best practices in hiring, evaluation, tenure, and retention to minimize bias and achieve diversity goals
 - ii. Collaborate with and leverage central resources to minimize redundancy
- e. Better connect to and partner with alumni of color, international alumni, and LGBTQI alumni
 - i. Partner with Alumni Relations to create meaningful new forms of engagement with alumni who are not currently connected to campus
 - ii. Prioritize diversifying our National Council and related engagement committees
 - iii. Offer alumni meaningful opportunities to mentor current University students and assist them in achieving their educational and professional goals
- f. Provide opportunities and resources for faculty and staff to acquire the skills needed to fully engage in a multi-cultural campus environment
 - i. Provide intensive training in cultural awareness and communication, as well as in creating and sustaining inclusive working, research, and teaching environments
 - ii. Model difficult conversations and civil discourse
 - iii. Offer restorative practice training for all members of the community and provide a platform for restorative practices to be used by the whole of the AS&E community to manage conflict and address harms productively

2. Improve educational experiences and outcomes

- a. Continue to improve yield and graduation rates among our undergraduate and graduate students, focusing on attracting and supporting the success of students who are under-represented minority (URM), first-generation college, or other underserved constituencies
 - i. Identify and provide resources for the students most at risk of attrition, including staff support to provide programming and attention to the social and emotional needs of students as well as to their academic needs
 - ii. Set a target six-year graduation rate for all undergraduates of at least 90%

- iii. Empower and provide resources to assist faculty in exploring pedagogical methods to meet the needs of our diverse student population
 - iv. Invest in a strong and holistic admissions and recruitment process for prospective URM graduate students
- b. Build on academic programs to create (or enhance) distinction as a first-class educator in those fields
 - i. Continue to strengthen current academic programs to provide a strong liberal arts education and disciplinary training that positions students to contribute to civil society and their chosen fields
 - ii. Seed fund new multi- and interdisciplinary programs, including certificate, undergraduate, and graduate programs
 - iii. Provide faculty the training needed to expand their knowledge and teaching beyond their background disciplines
 - iv. Engage and develop staff to facilitate and foster cross-disciplinary work
- c. Move the educational experience beyond the walls of the classroom by augmenting experiential learning activities for undergraduate and graduate students
 - i. Expand seed funding for faculty to engage in community-engaged learning
 - ii. Hold training workshops and provide incentives to prepare faculty and staff to develop and lead international and domestic academic programs
 - iii. Provide opportunities and support for all students who wish to engage in research initiatives on and beyond campus
- d. Prepare students to be global citizens and innovative thinkers, eager to question and cross traditional boundaries of knowledge
 - i. Expand opportunities for students to engage in collaborative learning and acquire global experiences (through education abroad and on-campus programming)
 - ii. Enhance the educational emphasis on taking intellectual risks and learning resilience
 - iii. Provide a pathway to a citation in global citizenship as a professional and civic skill set and important credential in the twenty-first century
 - iv. Further develop the College Competencies to complement classroom learning through reinforcing a common set of competencies (adaptability and resiliency, critical thinking and problem solving, intercultural and global fluency, leadership, oral and written communication, teamwork, career design)
 - v. Enhance training for staff in these competencies to support and model these perspectives for students
- e. Move from a nine-month to a twelve-month campus
 - i. Develop new curricular offerings during the summer term
 - ii. Explore partnerships to enhance revenue possibilities through increasing online and on-campus summer term enrollments
 - iii. Build and develop the physical and human infrastructure required to support a twelve-month campus

3. Advance our impact as a research institution

- a. Create and support internationally recognized research programs within and across departments throughout AS&E's divisions: arts/humanities, natural sciences, social sciences, and engineering
 - i. Encourage faculty, staff, and students to propose strategic research initiatives on a rolling basis, providing new resources to support the most promising opportunities when they arise
 - ii. Encourage and support new opportunities for high-impact, multi-unit grants within AS&E, across the institution, and with other institutions
 - iii. Increase resources to hire and retain the most successful researchers
 - iv. Provide training for staff to be able to support the pre-award and post-award stages of research projects
- b. Assist faculty in exploring new directions in research and scholarship
 - i. Expand our pilot funds for our strongest researchers to explore new avenues of scholarship
 - ii. Support new research in areas of inclusiveness, equity, and diversity
 - iii. Incentivize departments to develop plans to reinvigorate the research careers of those who are struggling in their research endeavors
 - iv. Assess the effectiveness of these efforts through annual reviews
- c. Enhance resources for research
 - i. Enhance our sabbatical policy to provide the time for the scholarship of faculty from divisions of AS&E that are not grant-driven to support their success
 - ii. Increase funding for shared research facilities and instrumentation when the need arises
 - iii. Improve our research culture with respect to inclusiveness, diversity, and equity
 - iv. Diversify our funding portfolio by increasing opportunities in areas such as corporate and DOD funding
 - v. Enhance graduate student and postdoctoral recruitment and support the quality of their research experience
 - vi. Expand and support undergraduate research opportunities across all of AS&E domains and identify ways to integrate education with the research mission
- d. Assist scholars and researchers in promoting their success, leveraging their work to enhance the reputation of the institution
 - i. Encourage scholars and researchers to communicate the impact of their work to the public
 - ii. Build teams that include experts in communications, advancement, foundation relations, government relations, and federal funding to assist scholars and researchers in promoting our most promising research initiatives
 - iii. Provide University Advancement with enhanced regular reports about our most exciting successes and future plans in research and scholarship