

# Strategic Plan: College of Liberal Arts University of Nevada, Reno 2025-2030

## THEME 1: INVEST IN PEOPLE

1. **Foster an environment that attracts and retains students, faculty and staff from diverse backgrounds.**
  - a. **Initiative:** Advocate for competitive salaries to attract high-quality new faculty and staff and implement innovative ways to complement state-salaries and start-up packages to attract high-quality new faculty.
  - b. **Initiative:** Implement targeted campaigns to recruit students from local high schools and community colleges.
  - c. **Initiative:** Establish or strengthen structured mentoring and career guidance programs for students, faculty and staff.
2. **Provide students and faculty with the resources they need to excel in their areas of expertise.**
  - a. **Initiative:** Seek public and private funding sources to support student and faculty research, travel and activities that contribute to our R1 status.
3. **Create well-equipped, attractive and welcoming workspaces that enhance creativity and productivity.**
  - a. **Initiative:** Conduct space audit and pursue plans to upgrade or repurpose existing spaces as indicated.
  - b. **Initiative:** Facilitate awareness and productive use of available technologies and spaces.
  - c. **Initiative:** Encourage cross-disciplinary cooperation and collaboration (e.g., resource sharing, seminars and lecture series).

## THEME 1 METRICS:

1. Increased student enrollments.
2. Faculty, student and staff retention data, compared to baseline.
3. Number of faculty applying to be promoted to full professor (Rank IV).
4. Faculty and student funding data, compared to baseline (e.g., salary, stipends, scholarships, assistantship enhancements, graduate research and teaching assistantships).
5. Climate survey or other assessment tool and compare results to baseline.
6. Space audit submitted proposals and awarded proposals for space expansion and/or upgrades.

## THEME 2: SERVE OUR STATE

1. **Produce well-educated graduates who contribute productively to the state and nation.**
  - a. **Initiative:** Work with the Nevada Career Studio, the Pack Internship Grant Program, the Office of Undergraduate Research and other units to support students participating in internships, community service, research, or civic engagement activities.
  - b. **Initiative:** Work with the Office of Service Learning and Civic Engagement to support course offerings that have a civic engagement component.
  - c. **Initiative:** Support ongoing pedagogical development and meaningful assessment of learning outcomes.
2. **Increase public programming and outreach efforts to communities outside the University.**
  - a. **Initiative:** Encourage faculty to present their research and creative activities in public-facing activities, venues and service.
  - b. **Initiative:** Support non-traditional/non-degree learners through alternative and online course offerings and low-cost options for learning (e.g., open access textbooks, adult education, programs for incarcerated students, etc.).
3. **Foster partnerships with businesses, government agencies, community organizations, public schools and other external stakeholders.**
  - a. **Initiative:** Identify outreach opportunities—e.g., survey businesses and community organizations to raise awareness and assess needs/areas where we can help.
  - b. **Initiative:** Use alumni networks to connect to the community and keep them engaged with the College of Liberal Arts beyond graduation.

## THEME 2 METRICS:

1. Recruiter assessment of our students they employ.
2. Annual departmental inventory of businesses, government agencies, community organizations, public schools, and other groups departments are working with and track increases over time.
3. Number of public lectures, events, or programs that promote socio-political, cultural, or global understanding, including DEIA.
4. Track the number of College of Liberal Arts alumni who stay in Nevada and contribute to the state through their work in community organizations, businesses, government, etc.
5. Number of students who have created PackConnect profile compared to baseline, alumni association memberships, and other metrics.

## THEME 3: RESEARCH, CREATE AND INNOVATE

1. **Advance the College's contributions to the University's aspirational goals for AAU membership and enhanced R1 status by strengthening academic research, scholarship and graduate education.**
  - a. **Initiative:** Enhance research excellence by prioritizing efforts aligned with Phase I AAU indicators by striving to increase competitively funded federal research support, improving scholarly impact through increased citations of scholarly works.
  - b. **Initiative:** Increased scholarly citations measured through metrics such as InCites™ and/or Web of Science or Scopus.
  - c. **Initiative:** Strengthen graduate and postdoctoral success by advancing efforts aligned with Phase II AAU indicators by encouraging state research funding, increasing the number of doctoral degrees awarded and expanding opportunities for postdoctoral research fellow appointments.
  - d. **Initiative:** Expand capacity for data-informed decision-making to inform strategies aimed at improving Phase I and II AAU performance metrics by supporting training and use of research analytic tools.
2. **Infuse our research mission with enhanced research and creative activities support for academic faculty.**
  - a. **Initiative:** Implement a 2-2 teaching load for all T/TT faculty across all departments to foster increased research production.
  - b. **Initiative:** Develop internal research fellowships that provide course releases for non-sabbatical research and creative activities.
3. **Pursue innovative initiatives to strengthen graduate education.**
  - a. **Initiative:** Support interdisciplinary research and creative activities collaboration across academic units between faculty and students.
  - b. **Initiative:** Revise PhD programs to appeal to a broader spectrum of students.

## THEME 3 METRICS:

1. Number of faculty publications, creative works, fellowships, citations, grants and awards.
2. Increase number of degrees granted and graduation rates for doctoral programs.

## THEME 4: TELL OUR STORIES

1. **Celebrate the achievements of our faculty, students, and alumni through targeted media and marketing initiatives.**
  - a. **Initiative:** Encourage College of Liberal Arts faculty to pursue recognition in media, public events and University-sponsored initiatives.
  - b. **Initiative:** Update webpage and catalogue copy to reflect the entire college and convey the college's range and depth.
  - c. **Initiative:** Develop stronger alumni relations and pathways to engagement.
  - d. **Initiative:** Develop College of Liberal Arts yearly magazine.
2. **Emphasize the centrality of the college to the University's mission.**
  - a. **Initiative:** Cultivate relationships with regents and legislators and keep them informed of what we do in the community.
  - b. **Initiative:** Enlist community partners in supporting and advocating for programs within THE College of Liberal Arts.
  - c. **Initiative:** Celebrate and communicate the contributions of the College of Liberal Arts to undergraduate and graduate education and research/creative activity at UNR.

## THEME 4 METRICS:

1. Local/regional/national news stories about faculty and student accomplishments.
2. Amount of donor funding for College of Liberal Arts programs.
3. Impact of social media.
4. Number of dual degrees and transfers into the college.
5. Inaugural College of Liberal Arts magazine publication.