The mission of Arts & Sciences is to be a leading center for teaching, learning and research, extending the reach and effect of our liberal arts education while promoting excellence in scholarship and research.

Table of Contents

EXECUTIVE SUMMARY 2

CREATING A FUTURE FOR ARTS & SCIENCES 8
Background 8
The Planning Process 8
Enduring Values 9
Underlying Themes 10

FOUR GOALS FOR ARTS & SCIENCES 14
Goal 1: Exemplary faculty dedicated to teaching, research, and scholarship
Goal 2: Stronger graduate education 18
Goal 3: Expanded undergraduate opportunities 20
Goal 4: Leadership and service within local and global communities 24
Infrastructure Needs to Support Goals 28

CONCLUSION: A DECADE OF ACTION 32

APPENDICES 34
Executive Summary

Arts & Sciences is often called “the heart of Washington University” because it plays a central role in Washington University’s overall success. Without a thriving Arts & Sciences, the University will not prosper; planning for the University’s future, therefore, must incorporate the health and growth of Arts & Sciences.

PROJECT 21
The Project 21 plan served as an effective and efficient guide to our growth and success over the past twelve years. A number of specific recommendations in that document led to significant accomplishments, including:

- Funding of 38 new endowed chairs
- Comprehensive undergraduate curriculum review and revision
- Strengthened advising system
- Regular external departmental reviews
- Development of Science Outreach effort to engage the St. Louis community

Certain key initiatives remain essential today:

- Recruiting and retaining exemplary faculty
- Attracting and enrolling excellent students
- Offering world-class academic programs

These three efforts are critical to Arts & Sciences’ success and serve as underlying assumptions of our plan. Everything we do aims to better our faculty, students and academic programs. We look forward to the path this framework will chart for our future.

FOUR GOALS
This plan outlines four goals for Arts & Sciences, represented by the four colored boxes in this diagram. We will focus attention in the coming decade on: recruiting and retaining an excellent faculty dedicated to teaching and scholarship; strengthening our graduate education; expanding the undergraduate experience; and developing communities through leadership and service among our faculty and students. Supporting these initiatives will be an ever-improving infrastructure (grey box in the chart).

Page four outlines our goals in a bit more detail.

FOUR THEMES
Finally, each of these areas is circled by four themes that define Arts & Sciences’ mission: we place excellence at the forefront of everything we do; learning is our central focus; we seek diversity of thought and of people; and we recognize our context is the entire globe. These themes intersect each goal and are reflected in their strategies and actions.
<table>
<thead>
<tr>
<th>Executive Summary</th>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1:</td>
<td>Goal 2:</td>
</tr>
<tr>
<td>Exemplary faculty dedicated to teaching,</td>
<td>Stronger graduate education</td>
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<tr>
<td>research, and scholarship</td>
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<tr>
<td>Core Initiative: Increase faculty to at least 425</td>
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<td>1.1 Recruit and retain excellent faculty</td>
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<tr>
<td>● Achieve diversity in all areas</td>
<td></td>
</tr>
<tr>
<td>1.2 Facilitate multi-disciplinary cooperation</td>
<td></td>
</tr>
<tr>
<td>● Make boundaries between departments and schools easier to cross</td>
<td></td>
</tr>
<tr>
<td>● Develop and add critical areas of intellectual inquiry</td>
<td></td>
</tr>
<tr>
<td>1.3 Increase postdoctoral fellows and visiting scholars to foster diversity and globalization</td>
<td></td>
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<tr>
<td>Core Initiative: Foster improvements that match recent efforts in undergraduate education, including building an endowment</td>
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<tr>
<td>2.1 Bring the best graduate students</td>
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<td>● Ensure diversity, coordinate recruiting efforts, offer competitive support packages</td>
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<td>2.2 Better prepare graduate students for successful careers</td>
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<td>● Encourage cross-school collaborations</td>
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<tr>
<td>● Improve mentoring</td>
<td></td>
</tr>
<tr>
<td>Goal 3:</td>
<td>Goal 4:</td>
</tr>
<tr>
<td>Expanded undergraduate opportunities</td>
<td>Leadership and service within local and global communities</td>
</tr>
<tr>
<td>Core Initiative: Create a unified college</td>
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<td>3.1 Build a strong sense of intellectual community</td>
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<td>● Develop a liberal arts core for undergraduate education</td>
<td></td>
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<tr>
<td>● Develop powerful learning experiences out of the classroom including internships and study abroad</td>
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<tr>
<td>3.2 Assess and improve learning</td>
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<td>● Broaden senior capstone experiences to include more undergraduate research</td>
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<tr>
<td>● Use empirical research to improve our understanding of learning</td>
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<tr>
<td>3.3 Support and strengthen innovative and challenging teaching</td>
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<tr>
<td>3.4 Ensure all prospective students have access to Washington University by increasing financial aid endowment</td>
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Infrastructure

*We need a powerful, flexible infrastructure in order to meet these goals:*

- Strengthen University Libraries’ resources and services;
- Renovate Historic Buildings, such as Busch, McMillan, Crow, Compton and Cupples;
- Provide administrative infrastructure (including technology) to support scholarship and teaching; and
- Recognize the importance of an excellent Staff.*
# Creating a Future for Arts & Sciences

## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Background</td>
<td>8</td>
</tr>
<tr>
<td>The Planning Process</td>
<td>8</td>
</tr>
<tr>
<td>Enduring Values</td>
<td>9</td>
</tr>
<tr>
<td>Underlying Themes</td>
<td>10</td>
</tr>
</tbody>
</table>
...the time is right for us to move forward with a new plan and with new ambitions.

Creating a Future for Arts & Sciences

BACKGROUND

Our last planning effort occurred over a decade ago. The Project 21 plan (approved in 1995) served as the catalyst for Arts & Sciences to substantially improve its facilities, its personnel and its scholarly profile. It guided decision-making and academic priority assessment. As a result, we operate in 2008 from a position of strength, both on the Danforth Campus and in the broader context of American research universities.

Students in Arts & Sciences at Washington University enjoy the benefits of a liberal arts college dedicated to undergraduate teaching and academic exploration as well as the benefits of a major research university engaged in cutting-edge, knowledge-creating pursuits. Faculty are at the forefront of the humanities, social sciences and natural sciences and are truly committed to their academic vocations and to their students. Washington University’s professional schools provide countless opportunities to become more creative in both classroom and research pursuits. Life outside the classroom or lab offers rich opportunities for various extra-curricular activities. Our physical location and proximity to Clayton, University City, the Central West End, and Forest Park allows big-city amenities in a suburban setting.

For prospective students, there is no better place for the combination of faculty quality and accessibility; for the ease of exploring multiple academic majors; and for the opportunities and the time is right for us to move forward with a new plan and with new ambitions.

THE PLANNING PROCESS: 2006–PRESENT

Chancellor Mark S. Wrighton put forth several issues as part of Washington University’s comprehensive Plan for Excellence, which provided a broad framework for initial discussions. We gathered information from: the Task Force on Graduate Education, departmental and programmatic analyses, faculty meetings and electronic communications, and in brainstorming sessions with the Academic Planning Committee, department chairs, program and center directors, students, administrative staff and the Arts & Sciences National Council.

ENDURING VALUES

Several elements from our Project 21 report remain essential for current planning. Three enduring values remain a focus.

<table>
<thead>
<tr>
<th>Arts &amp; Sciences Achievements</th>
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<tbody>
<tr>
<td><strong>1993-94</strong></td>
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<tr>
<td>Applications</td>
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<tr>
<td>Admission Rates</td>
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<td>SAT scores</td>
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<tr>
<td>Professorships</td>
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<td>Facilities (sq ft)</td>
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<tr>
<td>Grants</td>
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<tr>
<td>Annual Gifts</td>
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<tr>
<td>US News Ranking</td>
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WE MUST ATTRACT AND RETAIN AN EXCELLENT FACULTY.

To compete with the nation’s best universities, we must attract scholars who are the best in their field and who hold the greatest potential for creating knowledge that will transform the world. To that end, we must be able to recruit outstanding young scholars to tenure track positions and attract more senior, proven academics who value the unique learning environment we offer here. Once at Washington University, we must be able to retain these faculty members.

WE MUST HAVE WORLD-CLASS ACADEMIC PROGRAMS.

Arts & Sciences is characterized by its interdisciplinarity: beside a range of traditional academic departments, we offer exciting programs that create intellectual synergy at the intersection of disciplines. We must continue to build on these programs, and envision new opportunities, as we maximize our close physical and intellectual proximity to the other Danforth Campus schools and the School of Medicine.

WE MUST ATTRACT AND ENROLL OUTSTANDING STUDENTS.

Students are at the heart of Arts & Sciences’ mission. We have made noteworthy strides in attracting over 14,000 undergraduate applications each year in Arts & Sciences, with the admission rate in 2006-07 being 16%. However, our pursuit of the world’s most accomplished students (undergraduate and graduate) is increasingly difficult. We must attract an ever-stronger and diverse applicant pool and provide compelling reasons for them to matriculate each fall.
exceLLeNce
Whether choosing students, hiring faculty, supporting graduate students, considering new academic pursuits, or renovating physical facilities, Arts & Sciences’ aim is to achieve consistent excellence. In this spirit, we desire intellectually-engaged undergraduates who understand the value of a liberal arts education and graduate students capable of research and scholarship at the forefront of their fields. In order to meet the demand presented by this caliber of student, we need an adequately-sized, highly-motivated and well-supported faculty that will advance our reputation for academic achievement, innovative instruction and scholarship.

Learning
A University is a center of learning. Learning inspires and drives our operation and is at the heart of Arts & Sciences. Undergraduates learn how to succeed in life, both in the classroom and out. Graduate students learn their discipline in a concentrated fashion. Faculty create new knowledge through their research and promote learning through their efforts in the classroom. Finally, we all learn from a community of scholars, leaders, and innovators.

DIVERSITY
Both diversity of thought and diversity of students, faculty and staff are critical to success in Arts & Sciences. Diversity in intellectual pursuit underlies many of our goals, and we specifically seek richer partnerships with the other Washington University schools. Our emphasis on globalization will naturally bring diverse cultures and viewpoints from around the world as we bring foreign scholars and students into our community.

GLOBALIZATION
Arts & Sciences believes in educating leaders for a globally diverse society, which implies an internationalization of our curriculum, establishing programs outside the classroom, and cultivating human resources. We must devise ways to bring the world to Washington University and to carry our scholarship forward internationally.

UNDERLYING THEMES
The human element of Arts & Sciences is our focus: faculty and students and their potential for leadership in various communities. Four goals speak to our imperatives and priorities, forming the core of our strategic plan, and four themes underlie all that we do:

EXCELLENCE
DIVERSITY
LEARNING
GLOBALIZATION
FOUR GOALS
FOR ARTS & SCIENCES

Contents

Goal 1: Faculty 14
Goal 2: Graduate Education 18
Goal 3: Undergraduate Opportunities 20
Goal 4: Communities 24
Infrastructure Needs to Support Goals 28
Goal 1

AN EXEMPLARY FACULTY DEDICATED TO TEACHING, RESEARCH, AND SCHOLARSHIP

Arts & Sciences' intellectual pursuits are centered in our faculty, in close collaboration with our students. Any plan we create focuses on them. Attracting the very best faculty is one of the most significant challenges we face in the competitive world of elite institutions of higher education. At the same time, a challenge and an opportunity resulting from Washington University's reputation is that our faculty are increasingly attractive to other institutions. Besides recruitment, retention is critical to our success. We must respond to these challenges with superior levels of resources to support the academic mission of the University.

Increasing our faculty size in selected areas would allow us to create excellence in both undergraduate and graduate research and education, meet student expectations for smaller class sizes and a larger selection of courses, and provide closer collaboration between students and faculty. We would also remedy a competitive disadvantage because our faculty is currently smaller than virtually all the Universities with which we compete and would have an especially big impact in attracting graduate students. Growing the size of our faculty will allow departments to offer more research expertise, affecting faculty recruitment and departmental reputation, two major influences in external rankings. These new faculty would provide the new resources to compete with the very best departments in the country.

Core Initiative

*Increase the size of the faculty to at least 425 (from current 375) to strengthen our teaching and to advance our research profile.*

STRATEGIES AND ACTIONS

**STRATEGY 1.1**

Recruit and retain outstanding faculty and support their success as scholars and teachers.

**ACTIONS**

A. Identify and adopt best practices for recruiting and hiring faculty.

B. Recognize the need for current faculty to be involved in hiring (and retaining) faculty.
   1. Encourage departmental mentoring of faculty.
   2. Provide faculty professional development resources (i.e. iTeach, Research Day, etc.)

C. Conduct regular department and program reviews.

D. Increase the number of endowed chairs (senior faculty) and "Career Development Professorships" (junior faculty).

E. Increase the number of under-represented faculty.
   1. Implement training on diversity issues for search committees.

**STRATEGY 1.2**

Foster the development of multi-disciplinary cooperation.

**ACTIONS**

A. Make boundaries between departments and schools easier to cross.
   1. Encourage students to pursue graduate-level courses across schools, supported by new “free trade” policy.
   2. Encourage courses co-taught by faculty across schools.

B. Increase the number of departments and programs that are leaders in their disciplines.
   1. Build core strength in departments.
   2. Develop critical areas of intellectual inquiry that address global issues, such as globalization of space exploration; cultural representation; sustainability and the environment; energy; religion and its role in politics; diversity and social justice.
   3. Consider adding new academic areas where we can excel. Possible targets are Applied Linguistics, History of Science, Public Health, and Sociology.
   4. Encourage more collaborative, multi-disciplinary research efforts bridging disciplines and schools. Examples are Social Sciences and Law; Art History and the Fox School; Natural Sciences and Engineering/Medicine; Basic Sciences and Medicine.
   5. Support centers that build national and international visibility.

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**Arts & Sciences Tenure/Track Faculty Counts**

<table>
<thead>
<tr>
<th>University</th>
<th>Arts &amp; Sciences Tenure/Track Faculty Counts</th>
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<tbody>
<tr>
<td>Cornell</td>
<td>909</td>
</tr>
<tr>
<td>Stanford</td>
<td>604</td>
</tr>
<tr>
<td>University of Chicago</td>
<td>598</td>
</tr>
<tr>
<td>Harvard</td>
<td>575</td>
</tr>
<tr>
<td>Princeton</td>
<td>574</td>
</tr>
<tr>
<td>Yale</td>
<td>553</td>
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<tr>
<td>Columbia</td>
<td>551</td>
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<tr>
<td>University of Pennsylvania</td>
<td>477</td>
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<tr>
<td>Brown</td>
<td>475</td>
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<tr>
<td>Duke</td>
<td>455</td>
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<tr>
<td>Northwestern</td>
<td>395</td>
</tr>
<tr>
<td>Washington University</td>
<td>374</td>
</tr>
<tr>
<td>Johns Hopkins</td>
<td>269</td>
</tr>
</tbody>
</table>
...intellectual pursuits are centered in our faculty, in close collaboration with our students.

STRATEGIES AND ACTIONS, CONTINUED

STRATEGY 1.3
Increase the number of postdoctoral fellows and visiting scholars on our campus, fostering diversity and supporting efforts toward globalization.

ACTIONS
A. Integrate postdoctoral fellows into the academic community.
   1. Find innovative ways to recruit, retain and place postdoctoral fellows.
   2. Enhance the profile of postdoctoral fellows.
      a. Build a coordinated community of scholars to create connections and camaraderie across disciplines.
      b. Encourage Alumni & Development to maintain records on and contacts with postdoctoral fellows after they leave.

B. Increase visiting faculty opportunities.
   1. Recruit distinguished scholars domestically and abroad for intermediate and longer-term visits as well as sabbaticals.
   2. Encourage our own faculty to pursue visiting faculty opportunities across the globe.
   3. Support more national and international conferences and publications.

MEASURES AND EVALUATIONS
- Number of faculty
- Number of endowed chairs
- Gender and ethnic diversity percentages of faculty; comparison with peer institutions
- Annual research grant expenditures and new awards, by discipline
- Faculty satisfaction

Attracting the very best faculty is one of the most significant challenges we face in the competitive world of elite institutions of higher education.
Goal 2

A STRONGER GRADUATE EDUCATION

Graduate education and research are the cornerstones of every great university, and recent studies have highlighted Arts & Sciences’ outstanding successes here. We have initiated a large number of new programs that have improved the lives of graduate students, and these have been widely copied by some of the nation’s top research universities. However, the Task Force on Graduate Education concluded that while many Arts & Sciences graduate programs are outstanding, others need to be enhanced to achieve top standards of quality for both faculty and students. We seek uniformly excellent Ph.D. programs throughout Arts & Sciences as well as tangible enhancements to benefit our graduate students.

We have gained a significant improvement and competitive advantage following our Project 21 plan in the area of undergraduate education. There has been a marked increase in the number and quality of our applications, in our selectivity and yield, in the strength of our programs, and in the satisfaction of our students. Much of our current visibility and reputation results from the attention paid to our undergraduate curriculum and experience. Adding a comparable emphasis to our graduate education in the next decade will yield similar dividends for Arts & Sciences and our University.

Core Initiative

Foster improvements in graduate education in the next decade that match our efforts in undergraduate education in the last decade. Create an endowment that supports this effort.

STRATEGIES AND ACTIONS

**STRATEGY 2.1**
Bring the best graduate students to Washington University.

**ACTIONS**

A. Increase the applicant pool by adopting a coordinated approach to graduate recruiting.
   1. Create and maintain professional, content-rich departmental web sites.
   2. Create an integrated program of high quality printed promotional material.
   3. Provide increased funds for visits by prospective students.
   4. Give special attention to recruitment of international graduate students and to their particular needs while on campus.
   5. Target selected universities and liberal arts colleges for recruiting efforts.
   6. Aggressively pursue applications from underrepresented students.

**B.** Offer excellent graduate student support to compete with top-tier research universities.
   1. Increase stipends.
   2. Introduce funds for graduate student research and travel domestically and abroad.
   3. Enhance summer support.

**STRATEGY 2.2**
Better prepare graduate students for academic careers.

**ACTIONS**

A. Add quality graduate courses to ensure coverage in key areas.

B. Develop cross-school graduate programs (recent example: Cognitive, Computational and Systems Neuroscience).

C. Provide excellent facilities.
   1. Ensure that every graduate student has dedicated work space in proximity to his or her home department.
   2. Improve facilities that encourage interaction and the development of a community for graduate students.

D. Improve mentoring.
   1. Improve consistency and quality of graduate student training in teaching.
   2. Counsel Ph.D. students about academic and other careers.
   3. Continue to enhance the Career Center resources for graduate students.
   4. Carefully monitor graduate student progress.

MEASURES AND EVALUATIONS

- Profile of entering graduate students
- Completion rates and median time to degree
- Job placement
- Graduate student satisfaction
Goal 3

EXPANDED UNDERGRADUATE OPPORTUNITIES

Great progress has been made enhancing Arts & Sciences’ undergraduate experience and educating undergraduates. This remains our most important mission. Arts & Sciences enjoys the benefits of a liberal arts college where students have close relationships with faculty, a multitude of course offerings, and the intellectual freedom to explore various traditional and interdisciplinary pursuits. Our faculty is committed to scholarship and produces ample opportunity for undergraduates to explore academic research across the humanities, social sciences and natural sciences. The strategies suggested will build on our current undergraduate experience, which is already strong. Chief among them is the imperative that we significantly increase our financial aid resources in order to admit and enroll top students, regardless of their financial need.

Over the next decade we aim to extend the Arts & Sciences general education requirements to all undergraduates in order to create a unified educational experience. We will strengthen the educational connections to other units such as Computer Science. This will allow us to recruit excellent students who are attracted to such a unifying experience. Accordingly, all students would take a similar liberal arts core along with a major in an Arts & Sciences or a professional school discipline.

Core Initiative

Create a unified college.

STRATEGIES AND ACTIONS

STRATEGY 3.1
Build a strong sense of intellectual community among undergraduate students.

ACTIONS

A. Build a strong liberal arts core to the Washington University undergraduate education.
   1. Expand opportunities for freshmen to take small, interdisciplinary, issues-based classes, on the model of the Pathfinder, Mind-Brain-Behavior and FOCUS programs.
   2. Increase the number of writing intensive courses to emphasize the importance of writing for all of our students.
   3. Strengthen quantitative analysis and critical thinking in our curriculum.
   4. Ensure technological fluency.
B. Achieve greater student diversity (racial, socio-economic, etc.).
C. Develop the means for powerful learning experiences outside the classroom.
   1. Offer more varied internships and study abroad opportunities.
   2. Train undergraduates to develop leadership skills and citizenship.
   3. Extend opportunities for student/faculty interaction by increasing participation in faculty fellows/associates program in the dormitories.
   4. Work with the Career Center to realize and promote the value of a liberal arts education as a foundation for any career.
D. Build strong areas of joint study and more pathways to professional degree programs.
   1. Collaborate to develop and strengthen undergraduate joint majors or minors such as Bioinformatics, Environmental Studies.
   2. Develop strong joint degree programs.
E. Train undergraduates to mentor and tutor peers.

STRATEGY 3.2
Develop effective approaches to assess and improve student learning.

ACTIONS

A. Broaden senior capstone experiences with the aim of providing every undergraduate with a significant research experience.
B. Use empirical research on teaching and learning to help us further improve our educational practices.
STRATEGIES AND ACTIONS, CONTINUED

STRATEGY 3.3
Support and strengthen innovative and challenging teaching.

ACTIONS
A. Develop clear expectations for all teachers, advisors and teaching assistants.
B. Establish an annual competitive award for excellent teaching.
C. Use technology where it can have a positive impact on teaching and learning.
D. Encourage peer-to-peer teaching observation and assessment.
E. Explore developing an annual faculty development workshop.

STRATEGY 3.4
Ensure all prospective students have access to an Arts & Sciences education.

ACTIONS
A. Increase the financial aid endowment.
   1. Increase scholarship support for underrepresented groups.
   2. Include financial aid for study abroad.

MEASURES AND EVALUATIONS

- Profile of entering undergraduate students
- Endowment to support undergraduate financial aid
- Measures of active student engagement in learning activities
- Student and alumni satisfaction
- Participation in undergraduate research
- Percentage of graduating seniors who plan advanced studies

Undergraduate Scholarships & Grants
Comparison with 5 top ranked schools

<table>
<thead>
<tr>
<th>% From Endowment Income</th>
<th>% From Endowment Income &amp; Gifts</th>
<th>% From Operating Funds</th>
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<tbody>
<tr>
<td>Average for 5 school group</td>
<td>61%</td>
<td>64%</td>
</tr>
<tr>
<td>Washington University</td>
<td>14%</td>
<td>20%</td>
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Enhancing Arts & Sciences’ undergraduate experience and educating undergraduates remains our most important mission.
LEADERSHIP AND SERVICE WITHIN LOCAL AND GLOBAL COMMUNITIES

As the heart of Washington University, Arts & Sciences must be at the forefront of University-wide initiatives. We have a responsibility to improve the quality of life on the Danforth Campus, in the St. Louis area, the United States, and beyond. Developing leadership must be a focal point. The St. Louis area will benefit from leadership by our students, faculty and staff.

We educate students of the highest caliber whose preparation for college or graduate study has been rigorous. Moreover, our faculty and staff are among the best and brightest of their disciplines, capable of significant contribution both on campus and beyond. Our alumni are successful leaders in society. A greater emphasis on joining these tremendous assets will benefit the entire community.

STRATEGIES AND ACTIONS

STRATEGY 4.1
Develop leadership within our undergraduate and graduate students.

ACTIONS
A. Attract talented students who exhibit leadership character and potential.
B. Instill an expectation of leadership among students from their earliest days on campus.
C. Provide and reward leadership within the campus and the St. Louis community.
D. Promote careers in foreign and domestic government services.

STRATEGY 4.2
Encourage leadership from our faculty.

ACTIONS
A. Recognize and reward leadership of departments and programs as well as committee service.
   1. Encourage the development of leadership skills in all faculty members.
   2. Provide training and resources to new department chairs/program directors.
B. Encourage and support leadership of associations, journals and conferences.
C. Support faculty in organizing, hosting, or speaking at national and international conferences.
D. Encourage faculty to serve on grant review panels and editorial boards.
E. Encourage faculty to address community audiences on issues of national and international importance (e.g., global climate change, energy resources, emergent democracy, etc.).

STRATEGY 4.3
Contribute to the strengthening of the St. Louis community.

ACTIONS
A. Provide undergraduate scholarships to the most talented students from St. Louis City and Metro East high schools.
B. Continue the development of University College (our adult and continuing education division).
   1. Increase access and expand programs.
   2. Encourage faculty participation in the teaching mission of University College.
   3. Use existing strengths (like the MLA lecture series) to extend our reach into the community.
C. Encourage Washington University graduates to explore opportunities for careers in St. Louis.
   1. Stimulate the establishment of local internships that result in job opportunities for graduates.
D. Initiate additional programs, projects and activities of students and faculty to contribute to the greater St. Louis community.
   1. Build upon the successful Science Outreach model to expand engagement with local school districts.
   2. Expand opportunities for urban studies.
   3. Encourage more summer workshops similar to jazz workshops funded by NEH.
   4. Facilitate research collaborations with St. Louis community organizations and nearby colleges and universities.
E. Explore options to expand the Lifelong Learning Institute, including expanding endowment.
We educate students of the highest caliber.
Our alumni are successful leaders in society.

STRATEGIES AND ACTIONS, CONTINUED

STRATEGY 4.4
Engage alumni, parents and friends in the life of Arts & Sciences.

ACTIONS
A. Communicate effectively with our constituents in St. Louis, nationally, and internationally.
B. Review alumni programming, including reunions and chapter events, to increase alumni participation in the life of the University.
C. Ensure adequate staffing of Alumni & Development to support these goals.

STRATEGY 4.5
Expand international initiatives.

ACTIONS
A. Develop new undergraduate service learning initiatives abroad.
B. Establish new undergraduate study abroad programs building on existing leadership initiatives such as the McDonnell International Scholars Academy for graduate students.
C. Create new programs for graduate students, postdoctoral fellows and faculty to participate in short-term exchanges with some of the best non-U.S. universities.

MEASURES AND EVALUATIONS

- Student participation in community service and co-curricular activities
- Students’ perceived gains in key leadership skills
- Annual grant support for outreach activities
- Alumni participation in activities sponsored by Washington University
- Percentage of alumni contributing to Arts & Sciences
- Number of donors contributing to Arts & Sciences
Infrastructure

INFRASTRUCTURE TO SUPPORT THE NEXT ADVANCES IN ARTS & SCIENCES

While these four goals are ambitious, they will substantially advance Arts & Sciences’ mission in the next decade. To provide the very best education and research programs for faculty and students to work collaboratively, we must provide state-of-the-art facilities, technology and campus resources that support our academic mission. We plan important upgrades and renovations so that we may operate most effectively. Four specific needs to support our operations are listed here.

ENSURE FACILITIES THAT REFLECT THE WORLD-CLASS FACULTY AND STUDENTS THEY SUPPORT.
1. Renovate historic buildings on the Quad to establish a premier space for the humanities. Following the magnificent upgrade of Wilson Hall, we will renovate Busch Hall next. Other older buildings such as McMillan, Crow, Compton and Cupples will also be renovated in the next 10 years.
2. Build and renovate outstanding research labs to meet the evolving needs of highly active research faculty.
3. Implement the space master plan to bring all Arts & Sciences facilities to “good” or “excellent” ratings over time.
4. Improve sports and recreational facilities.

PROVIDE ADMINISTRATIVE INFRASTRUCTURE TO SUPPORT SCHOLARSHIP AND TEACHING.
1. Increase technology support services to faculty and staff (e.g., Arts & Sciences Computing Center, Humanities Digital Workshop, media and online services). Improve physical facilities (computing labs, technology classrooms, work spaces, meeting rooms and staff offices).
2. Improve foundation relationships, resulting in increased funding. Enhance support for grant administration.
3. Build infrastructures for support of interdisciplinary projects that allow seamless integration of grant proposals and administration across school boundaries.

STRENGTHEN UNIVERSITY LIBRARIES’ RESOURCES AND SERVICES.
1. Enhance collections to better support research and teaching.
2. Strengthen faculty interaction with the subject librarian system.
3. Encourage the Libraries’ journal archiving initiatives.
4. Expand capabilities for acquiring digital collections and for digital archiving.
5. Expand availability of gathering space for faculty/student interactions.

RECOGNIZE THE IMPORTANCE OF AN EXCELLENT STAFF.
1. Provide competitive compensation and benefits.
2. Offer training to enhance current job performance.
3. Ensure career development opportunities to grow and retain staff.

MEASURES AND EVALUATIONS

- Percentage of Arts & Sciences space considered “good” or “excellent” for its intended use, including offices, labs, classrooms, gathering spaces
- Faculty and graduate student satisfaction with Libraries
- Foundation support (annual)
Conclusion: A Decade of Action

We will achieve these goals by strengthening Arts & Sciences over the next decade. The body of this report outlines an integrated and systematic strategy for pursuing major innovations by means of targeted actions. What follows is a plan for immediate actions to prepare for the intermediate and longer term initiatives.

IMMEDIATE ACTIONS
- Enhance some of our strongest undergraduate and graduate curricular efforts such as freshmen seminars, undergraduate research and graduate workshops, study abroad programs, as well as career services.
- Strengthen the infrastructure, particularly computing support, staff support and teaching facilities.
- Finish the review of the undergraduate curriculum.
- Implement recommendations from the Graduate Task Force.
- Target special resources to enhancing select departments/programs. Faculty retention/recruitment and graduate student recruitment/education are an integral part of this effort.

SHORT-TERM PLANS (3-6 YEARS)
- Implement recommendations resulting from the undergraduate curriculum review and innovations in graduate training.
- Create distinctive programs with Washington University’s professional schools.
- Improve connections with the local community student internships with institutions in the region; leadership conferences; public forums provided to the local community (e.g., Weidenbaum Center workshops).
- Provide select programs with a global perspective (possibly, a new development program for future leaders from abroad).

LONG-TERM PLANS (6-10 YEARS)
- Continued increases in diversity in all spheres.
- Major improvement in globalization, building on the McDonnell Scholars Academy and on selected programs.
- Major enhancement of endowment funds to support student financial aid (undergraduate and graduate) and endowed professorships (junior and senior).
- Dramatically improve infrastructure for undergraduate and graduate student with upgraded sports and recreational facilities, new or fully renovated dorms, and the Career Center greatly strengthened.
- Involve most undergraduates in research.

Arts & Sciences is often called “the heart of Washington University” because it plays a central role in the university’s overall success.
### Progress Over Last 12 Years

#### Undergraduate Students

<table>
<thead>
<tr>
<th>Category</th>
<th>1993-94</th>
<th>2006-07</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicants</td>
<td>4,956</td>
<td>14,573</td>
</tr>
<tr>
<td>Admit rate</td>
<td>68%</td>
<td>16%</td>
</tr>
<tr>
<td>Average SAT</td>
<td>1286</td>
<td>1442</td>
</tr>
<tr>
<td>Enrolling freshman class</td>
<td>758</td>
<td>875</td>
</tr>
<tr>
<td>African American</td>
<td>25</td>
<td>64</td>
</tr>
<tr>
<td>Hispanic and Native American</td>
<td>16</td>
<td>26</td>
</tr>
<tr>
<td>Total Underrepresented</td>
<td>41</td>
<td>90</td>
</tr>
<tr>
<td>Underrepresented as % of Total Freshmen</td>
<td>5%</td>
<td>10%</td>
</tr>
<tr>
<td>International</td>
<td>12</td>
<td>29</td>
</tr>
<tr>
<td>A&amp;S Undergraduate Enrollment</td>
<td>2,948</td>
<td>3,815</td>
</tr>
<tr>
<td>Bachelor’s degrees awarded</td>
<td>735</td>
<td>964</td>
</tr>
</tbody>
</table>

#### Senior Survey Satisfaction

- Overall Satisfaction: % generally or very satisfied
  - n.a. 90%
- Future Plans: % planning advanced degrees
  - n.a. 89%

#### Highest Degrees Planned by Graduating Seniors

- Ph.D.
  - n.a. 27%
- Medical
  - n.a. 13%
- Law
  - n.a. 17%
- Other
  - n.a. 32%
- % who participated in undergraduate research
  - n.a. 39%
- 6-year Graduation Rates
  - 89% 91%

#### Graduate Students

- New Graduate Students Enrolling
  - 309 283
- Average GRE
  - 1105 1296
- A&S Graduate Enrollment
  - 1,304 1,437
- Number of Underrepresented Graduate Students
  - 106 132
- Underrepresented as % of Total Graduate Students
  - 8% 9%
- Number of International Graduate Students
  - 278 416
- International as percent of total Graduate Students
  - 21% 29%
- Master’s Awarded
  - 283 260
- Ph.D.’s awarded
  - 156 217
- Median years to Ph.D. degree
  - n.a. 6.0
- Ph.D. Exit Survey
  - % rating overall experience very good or excellent
    - n.a. 78%
  - % rating their program very good or excellent
    - n.a. 70%
  - % with position or offer directly related to degree
    - n.a. 67%

### Appendices

#### Faculty

- Tenured and Tenure Track Faculty
  - 327 355
- Other Instructional Faculty (FTE)
  - 141 175
- Research Faculty, Postdocs and Associates (FTE)
  - 74 122
- Total Faculty (FTE)
  - 542 652
- African American Tenured and Tenure Track Faculty
  - 4 15
- Hispanic and Native American Tenured and
  - Tenure Track Faculty
  - 7 6
- Total Underrepresented Faculty
  - 11 21
- Underrepresented as % of Total Full Time Faculty
  - 3% 6%
- Women Tenured and Tenure Track Faculty
  - 66 96
- Women as % of Total Full Time Faculty
  - 20% 27%

#### Faculty Research and Awards

- Units Taught to Undergraduates
  - 103,527 132,943
- Units Taught to Graduate Students
  - 18,979 17,663

- Grants & Contracts – New Awards
  - n.a. $44 million
- Faculty Scholarly Productivity Index
  - n.a. 7

- Number of programs ranked in top tier decile
  - n.a.
- Number of Named Endowed Professors
  - 27 65
- Number of Underrepresented Tenured or Tenure Track Faculty hired in last 10 years
  - n.a. 22
- Number of Women Tenured or Tenure Track Faculty hired in last 10 years
  - n.a. 75
- Number of New Tenure/Track Faculty hired in last 10 years
  - n.a. 204
- Number of Women tenured or tenure track Faculty hired in last 10 years
  - n.a. 75
- Number of Underrepresented tenured or tenure track Faculty hired in last 10 years
  - n.a. 22
## Appendices

### Arts & Sciences

#### Departments

<table>
<thead>
<tr>
<th>Program</th>
<th>1993–94</th>
<th>2006–07</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humanities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Art History &amp; Archeology</td>
<td>$14.6 million</td>
<td>$48.3 million</td>
</tr>
<tr>
<td>Asian &amp; Near Eastern Languages &amp; Literatures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classics</td>
<td>$2.9 million</td>
<td>$7.4 million</td>
</tr>
<tr>
<td>English</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Germanic Languages &amp; Literatures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>History</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Music</td>
<td></td>
<td></td>
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<tr>
<td>Performing Arts</td>
<td></td>
<td></td>
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<tr>
<td>Philosophy</td>
<td></td>
<td></td>
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<tr>
<td>Romance Languages &amp; Literatures</td>
<td></td>
<td></td>
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<tr>
<td>Natural Sciences</td>
<td></td>
<td></td>
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<tr>
<td>Biology</td>
<td></td>
<td></td>
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<tr>
<td>Chemistry</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earth &amp; Planetary Sciences</td>
<td></td>
<td></td>
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<tr>
<td>Mathematics</td>
<td></td>
<td></td>
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<tr>
<td>Physics</td>
<td></td>
<td></td>
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<tr>
<td>Social Sciences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anthropology</td>
<td></td>
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<tr>
<td>Economics</td>
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<tr>
<td>Education</td>
<td></td>
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<tr>
<td>Political Science</td>
<td></td>
<td></td>
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<tr>
<td>Psychology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interdisciplinary Programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>African &amp; African American Studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>American Culture Studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Archaeology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comparative Literature</td>
<td></td>
<td></td>
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<tr>
<td>Environmental Studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Film &amp; Media Studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interdisciplinary Project in the Humanities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International &amp; Area Studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jewish, Islamic &amp; Near Eastern Studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Philosophy–Neuroscience–Psychology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Religious Studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women &amp; Gender Studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evening &amp; Summer</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Facilities

<table>
<thead>
<tr>
<th>Facility</th>
<th>1993–94</th>
<th>2006–07</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total net assignable square feet</td>
<td>470,851</td>
<td>665,263</td>
</tr>
<tr>
<td>Sponsored research net assignable square feet</td>
<td>n.a.</td>
<td>90,809</td>
</tr>
</tbody>
</table>

#### University College

<table>
<thead>
<tr>
<th>Enrollment</th>
<th>1993–94</th>
<th>2006–07</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Enrollment (Fall Semester)</td>
<td>804</td>
<td>1,022</td>
</tr>
<tr>
<td>Graduate Enrollment (Fall Semester)</td>
<td>399</td>
<td>323</td>
</tr>
<tr>
<td>Total Enrollment (Fall Semester)</td>
<td>1,203</td>
<td>1,345</td>
</tr>
<tr>
<td>Units Taught to Undergraduates</td>
<td>9,701</td>
<td>12,314</td>
</tr>
<tr>
<td>Units Taught to Graduate Students</td>
<td>3,329</td>
<td>3,185</td>
</tr>
<tr>
<td>Total Units Taught</td>
<td>13,030</td>
<td>15,499</td>
</tr>
</tbody>
</table>

#### Gifts and Endowments

- **Annual income from Gifts**: $2.9 million in 1993–94, $7.4 million in 2006–07.

### Centers

- Center for Applied Statistics
- Center for Dynamic Economics
- Center for Humanities
- Center for Inquiry in Science Teaching & Learning
- Center for Materials Innovation
- Center for New Institutional Social Sciences
- Center for Programs
- Center in Political Economy
- Center for the Study of Ethics & Human Values
- Center on Urban Research & Public Policy
- Economic Theory Center
- Max Kade Center for Contemporary German Literature
- McDonnell Center for the Space Sciences
- Tyson Research Center
- Weidenbaum Center on the Economy, Government and Public Policy

### Photography

Photography by Jay Fram