The College of Arts and Sciences published our strategic shared vision to guide us over the next decade in January 2020. A month later, COVID-19 was declared a pandemic and unforeseen challenges erupted into our landscape. We have navigated these challenges in part due to the trust built as a result of our collaboration to create this shared vision. Prior to the COVID pandemic, the College balanced our budget and developed a strong reinvestment plan, and our priorities remain. Throughout the pandemic, we have managed growing enrollment demands and have effectively increased/retained student enrollments.

The College’s vision remains relevant and aligned with societal needs that have arisen during the COVID pandemic, and our three constellations of intellectual strength, and principles for decision making will continue to provide navigational guidance post-pandemic and beyond as we strive to achieve even greater impact in our research and curricular innovations.

We were actively addressing several areas when our world suddenly changed. While the pandemic, combined with social and political challenges of the past year have impacted how we work, they have not stifled our efforts to keep moving forward.

**Digital Revolution and Beyond:** More than ever, we must consider the social implications of technology and continue to educate in data literacy. We must continue to evolve secure and fast computing with quantum networking and information science.

**Global Connections, Processes and Flows:** The disruption of COVID-19 has highlighted how interconnected we are and the need to address challenges of migration, health disparities, and economic inequalities, recognizing the role political processes play.

**Scholarly Creativity & Exploration:** The best scholarship is often experimental, and we have been presented with opportunities to explore numerous different experiments to support the future of our most basic endeavors.

Our carefully developed vision provided a clear trajectory toward convergent research and curriculum modernization. Today, our Departments are using this as a guideline to reenvision their research and curriculum. As innovation continues to improve the quality of our education and research as we navigate the next decade, we must:

- Hire staff who have the technical and professional skills and expertise to lead us to support convergent department and center activities
- Hire faculty strategically to align with our vision of a diversified faculty
- Change the way we hire and retain the faculty of tomorrow.
- Bolster research impact in key centers and institutes by creating postdoctoral fellow positions
- Increase our federal funding level in the natural sciences
- Increase individual philanthropy, corporate and foundation funding
- Review, revise and recreate undergraduate and graduate programs

In the face of a pandemic, political and social unrest, we will continue to expand our scholarly creativity — asking questions, looking for new ways to connect our disciplines, and creating new disciplines. Our excellent scholarship will continue to ascend because we have willingly pivoted to address today’s needs and new ideas in all disciplines, driving innovation and inspiration across all sectors of society relying on our constellations of strength. We will aspire to meet our goals and implement our initiatives within current constraints and those that may unfold.

Thank you for reading,

*Nicole S. Sampson*
Distinguished Professor
Dean, College of Arts and Sciences
CAS FIVE YEAR GOALS

URM* Faculty**

Renewed and Revised Degree Programs

Postdoctoral Endowed Fellow Positions

CAS Staff

Federal Funding/FTE in Natural Sciences

Annual Philanthropy and Giving

* URM: Underrepresented minorities - Black, Latinx, American Indian, Alaskan Native
** Absolute scale
$52MM College Federal Research Expenditures

381,130 Credit Hours of Instruction

1307 Arts and Sciences Doctoral Students

441 T/TT FTE Faculty

$57MM Endowment

125,000 Alumni

Data from stonybrook.edu/irpe and SBF