

# 2022-24

## YEARS 2+3: 2022-24

### N2025 AIM:

*Innovate student experiences that prepare graduates to be life-long learners and contributors to the workforce in Nebraska and the world*

### CAS AIM:

**PROMOTING THE LIBERAL ARTS AND SCIENCES, LIFE-LONG LEARNING, AND STUDENT SUCCESS**

#### CAS Goals:

- We will promote, innovate, and ensure widespread access to the transformative value of a comprehensive and integrated liberal arts and sciences education.
- We will be a national leader in experiential and life-long learning opportunities.
- We will improve the time to degree for all students and reduce the graduation achievement gap for underrepresented, low income, and first-generation students.

Strategies	Expectations	Metrics	Responsibility	Progress
Expand, promote, and increase funding for undergraduate research and creative project opportunities in CAS	Coordinate with UCARE and FYRE to increase student access to and financial support for research experiences in all areas of CAS	Annual increases in the number of students participating in paid research opportunities; 108 UCARE students in AY 19-20	<b>DO and UCARE;</b> DEOs and research faculty; NU Foundation; Marketing and Communication	
Host annual undergraduate research week featuring student research and creative activity	Celebrate student achievements in research and creative activity; establish awards for excellence; partner with units and centers	Annual increases in students presenting research	<b>CASSAB and DO;</b> Academic and Career Advising Team; Marketing and Communication	
Develop a first-year, two-term progression of courses focused on student success, experiential learning, and career development that incorporate discipline-specific content in a single discipline or across a set of related disciplines.	2 Courses (by discipline or set of related disciplines) for every incoming student AY 2024-25. <ol style="list-style-type: none"> <li>on-boarding, belonging and well-being, academic success overall and within the discipline, and importance of degree planning (A+E), with short-term degree plan.</li> <li>Self-assessment and career exploration, experiential learning, opportunity-seeking skills, longer-term degree plan, and planning for post-graduation opportunities (employment or advanced education.)</li> </ol>	First Year Students in every major will have an intentional on-boarding, student success, and early career development set of courses relevant to their academic major.  First to second year retention will increase.  Engagement with career coaches will increase.	<b>Academic and Career Advising Team with DEOs,</b> faculty and staff	



Strategies	Expectations	Metrics	Responsibility	Progress
Develop and provide advanced pedagogical training in inclusive course design, teaching, mentoring, advising, and supporting students' mental health	Workshops and webinars dedicated to inclusive course design, teaching and advising, student wellness	All teaching faculty and advisors strongly encouraged to complete at least 1 training by the end of AY 22-23; part of annual merit evaluation process starting AY 22-23	<b>DO, IDEA Committee, and Teaching Academy;</b> CTT; Graduate Studies; CAS instructional faculty	
Develop and share course and unit level data on student outcomes for URM, Pell, First Gen students	Utilize data-informed approach for teacher training, curriculum mapping, course design, and student outreach/mentoring	Part of chair and director annual review process by DO starting AY 21-22	<b>DO, EVC, and IEA;</b> Academic and Career Advising Team and DEOs	
Incorporate CAST Study Skills development into courses with high DFW rates	College and units will offer targeted student supports for courses with high DFW rates; focus on students-at-risk of attrition	Annual reductions in DFW rates, URM disparities in DFW rates, and improvements in degree completion % for URM, Pell, First Gen students	<b>Ued Working Group/</b> future task force	
Advanced pedagogical training for all instructors and unit leaders on principles and practices of Academic Freedom	Annual workshops and webinars dedicated to Academic Freedom in the classroom and in research and creative activities	At least three trainings per year starting AY 22-23 – including separate sessions focused on graduate student and non-tenure track instructors	<b>AFFS Committee and DO</b>	
Establish college scholarships and graduate fellowships to attract nonresident students pursuing CAS degrees	Increase in the number of new nonresident students pursuing a degree in CAS	15% increase in first year nonresident students by 2025	<b>DO and NU Foundation;</b> Recruitment and Academic Advising Team; ASEM	
Establish competitiveness in graduate program initiative, providing bridge funding to increase national competitiveness of graduate programs	CAS will empower units to recruit, train, and graduate next generation of highly talented researchers, scholars, and writers through bridge funding to support graduate student excellence	3-year bridge funding to support nationally competitive graduate student stipends beginning in AY 22-23; allocations to be based on program performance assessments	<b>DO and Graduate Chairs</b>	
Establish CAS Excellence Fellowship to provide additional fellowship support to recruit highly meritorious graduate students for targeted recruitment	CAS units will have additional resources to attract and retain highly competitive graduate students	CAS will award \$60,000 from Foundation Funds over a two-year period (starting in AY 23-24) for highly meritorious graduate students recommended by units	<b>Graduate Chairs and DO</b>	

## N2025 AIM:

Establish a culture at Nebraska committed to increasing the impact of research and creative activity

## CAS AIM:

### RESEARCH AND CREATIVE ACTIVITY WITH IMPACT

#### CAS Goals:

- We will be a recognized national and global leader in science, humanistic inquiry, and creative activities that advance new knowledge, enrich our understanding, and address complex problems to improve lives.
- We will strategically enhance graduate student education and training to increase the impact of our research, scholarship, and creative activity.

Strategies	Expectations	Metrics	Responsibility	Progress
Assess research support needs in high-impact and interdisciplinary areas to determine if additional staff, research faculty, and post-docs are justified	Potential expansion of specialized grant, research, and fellowship staff support	Annual growth in the number of grant and fellowship proposals submitted by faculty, staff, and graduate students	DO and DEOs; business staff co-ops	
Expand training and participation in grant and fellowship proposal writing for faculty, staff, and graduate students	Expand infrastructure, training, and communication about grant training opportunities	3–5% annual increases in the number of grant proposals and fellowship applications	DO and ORED; DEOs all faculty, research support staff, and graduate students	
Assess prevalence of grant writing training in existing graduate curriculum	Increase in the number of faculty, staff, and graduate students submitting grant and fellowship proposals	30% increase in total grant dollars requested over 3 years		
	Annual increases in research revenues and expenditures	15% increase in annual research expenditures		
	Increasing visibility and prestige for faculty, staff, and students through highly competitive fellowships and grants	Total number of graduate students funded by external grants will increase by at least 5% annually on a three-year rolling basis		
Address the impact of COVID on research and creative activity through COVID relief research funding program	CAS will support research and new grant proposal submissions hindered by COVID; address inequities in research/creative activities due to COVID	Grant-eligible faculty will have access to one-time support (\$7,500) in AY 22-23 for research substantially delayed by COVID; new grant proposals will follow in AY 23-24	DO and CASRAC	
Forge sustained connections with program officers and support cross-college research collaborations through sponsored research roundtables	Faculty will have regular opportunities to share ideas for collaborative research with colleagues and program officers from government agencies and private foundations	3 CAS Research Roundtables per semester supporting CAS goal of 3-5% annual increases in new grant proposals; 30% increase in total grant dollars requested over 3 years	DO, CASRAC, and all CAS Faculty	

## N2025 AIM:

Focus research, scholarship, creative activity, and student experiences to foster innovative, interdisciplinary endeavors and solve challenges critical to Nebraska and the world

## CAS AIM:

### RESEARCH TO SOLVE LOCAL AND GLOBAL CHALLENGES

#### CAS Goals:

We will leverage existing areas of research and creative strength to address some of today's most pressing challenges, including but not limited to:

- systemic racism and inequity (incl., gender, sexual identity, religious minorities)
- climate change, resiliency, and environmental sustainability
- rural drug addiction and rural community vitality
- national and global health disparities
- human/plant/animal viruses, complex diseases, and new drug delivery pipeline
- quantum materials and technologies
- computational capacity, data science, and digital humanities
- cross-cultural understanding and human communication across diverse modalities and forms of expression (digital, film, poetry, literature, science)
- teacher education and improving PK-16 education and graduate training
- national security, global peace, migration, and human rights

Strategies	Expectations	Metrics	Responsibility	Progress
<p>Dedicate funding to sponsor new research and creative activity addressing racism and inequity, including gender, sexual orientation, and gender identity</p> <p>Sponsor and promote teaching, co-curricular events, and research addressing racism and inequity</p>	<p>The college's commitment to advancing racial justice will be reflected in our annual research investments and our programmatic support for faculty, staff, and students working in this area</p>	<p>\$10,000 maximum funding per awardee with two rounds of awards each academic year by '22-23</p>	<p><b>DO and Research Advisory Committee</b></p>	 

Strategies	Expectations	Metrics	Responsibility	Progress
CAS seed funding will support new multi-disciplinary or convergent research teams at UNL (cross-disciplinary and/or cross-college)	Seed funding will promote new multidisciplinary research teams and facilitate competitive external grant proposals	Annual 5% increase in new grant proposals by multi-disciplinary research teams	<b>DO and Research Advisory Committee;</b> all faculty	✓
Expand awareness and participation in tech-transfer programs by faculty and graduate students	2-3 tech-transfer events/seminars per semester	Annual increases in new disclosures, patents, and copyrights	<b>DO, DEOs, and NUtech Ventures;</b> all faculty	↻
Develop and implement new fiscal policies to incentivize interdisciplinary research and teaching	The commitment to interdisciplinary research and new program development will be reflected in the college's annual budget allocations	Potential 2-3% multiplier in SCH or state funding support for units contributing instructor/research effort to interdisciplinary programs	<b>CAS Budget Advisory Committee and DO</b>	
Enhance national/international reputation of CAS faculty and graduate students through prestigious Nebraska Research Fellows Program	Faculty and advanced Graduate Students will be able to apply for Interdisciplinary College Fellowships focused on the world's most pressing problems	Private funding will support three Faculty Fellows and three Graduate Fellows each year to support collaborative research and community engagement dedicated to addressing local and global challenges	<b>DO and NU Foundation;</b> all CAS Faculty and Graduate Students	+



## N2025 AIM:

Broaden Nebraska’s engagement in the community, industry, and global partnerships

## CAS AIM:

**BROADENING COMMUNITY ENGAGEMENT WITH THE LIBERAL ARTS AND SCIENCES**

### CAS Goals:

We will enhance the land-grant mission of the University of Nebraska-Lincoln by expanding our partnerships with local, national, and international organizations and businesses, broadening our alumni networks for student career success, and utilizing our scientific expertise and creative achievements to enrich the lives of all Nebraskans.

Strategies	Expectations	Metrics	Responsibility	Progress
Explore “CAS Extension” – widening community access to and engagement with the Arts and Sciences – CAS partnership with Nebraska Extension	CAS will take multi-pronged, proactive steps to promote the liberal arts and sciences and to facilitate life-long engagement with humanities, social sciences, sciences, and interdisciplinary programs	Annual increases in community engagement efforts and sustained programmatic partnerships; annual increases in CAS majors	<b>DO, DEOs, and all units; Recruitment; Marketing and Communication; Student Ambassadors; Extension</b>	
Expand connections with Nebraska K-12 curriculum specialists (humanities, sciences, and social sciences)	Support teacher training and facilitate co-curricular opportunities and college credit for students			
Expand outreach and curriculum and research partnerships with tribal nations in Nebraska	Enhance our land-grant mission and inclusive excellence goals with expanded outreach to NE tribal communities	Annual increases in Native American students enrolled in CAS		
Assess feasibility of participation in OpEd Project’s Public Voices Fellowship program	Citizens and leaders of NE will experience first-hand the value and impact of a comprehensive liberal arts and sciences education	Sustain investment in public higher education as an essential public good	<b>DO and EVC</b>	

Strategies	Expectations	Metrics	Responsibility	Progress
<p>Expand staff capacity to facilitate local and state partnerships</p> <p>Assess feasibility of CAS Global Engagement Coordinator</p>	<p>Dedicated staff to expand and maintain partnerships for student career success; Support UNL goal for Carnegie Community Engagement Recognition</p> <p>Outreach to diverse-owned businesses and non-profits with opportunities for connections with CAS students</p> <p>Facilitate new global partnerships and internship opportunities; connect with international alumni; coordinate international awards</p>	<p>10-15 new community partnerships per year</p> <p>New part-time or full FTE staff position by AY 23-24</p>	<p><b>DO and Academic and Career Advising Team</b></p>	
<p>Survey units, faculty and staff about current engagement efforts</p>	<p>Gain a better understanding of the range and distribution of engagement efforts in CAS</p>	<p>Complete survey AY 21-22</p>	<p><b>DO and DEOs</b></p>	
<p>Sponsor CAS faculty and staff participation in NAFSA Global Learning Lab</p>	<p>Build CAS capacity to innovate in international education: curriculum, partnerships, internships</p>	<p>Annual attendance at NAFSA Global Learning Lab by 21-22</p>	<p><b>DO and partnering units; Ed Abroad</b></p>	

## N2025 AIM:

Create a climate at Nebraska that emphasizes, prioritizes, and expands inclusive excellence and diversity

## CAS AIM:

### LEADING IN INCLUSIVE EXCELLENCE AND DIVERSITY

#### CAS Goals:

- We will enact and sustain a culture that respects and honors the dignity of all.
- We will be a leader in inclusive excellence through the recruitment, retention, and advancement of diverse faculty, staff, and students.
- We will invest in education, research, and creative works that address forms of injustice, oppression, and marginalization, including systemic racism, sexism, and heterosexism
- We will be a leader in inclusive excellence through the development of curricular and co-curricular innovations and collaborative community partnerships.

Strategies	Expectations	Metrics	Responsibility	Progress
Expand summer Research Experiences for Undergraduates (REUs) and graduate school application programs in support of diversifying higher education (see Psychology for model)	CAS will play a leadership role in diversifying the academy	1-2 summer diversity programs per area by summer 2023	<b>DO and partnering units</b>	
Provide students with welcome and connection events where they can meet with other URM and First Gen students, staff, faculty, and alumni	Build and support inclusive communities for students, staff, and faculty; Increase diversity of CAS Student Advisory Board, Student Ambassadors, and Alumni Advisory Council	2-3 community connection events per semester; equitable student representation in CASSAB and Ambassadors	<b>DO and all units; IDEA Committee; Recruitment and Academic Advising Team; Advisory Council; Marketing and Communication</b>	
Provide opportunities for URM faculty to present their research and creative activities and encourage students to attend and connect with faculty	Build and support inclusive communities for URM faculty	3-4 community connection events per semester	<b>All departments and programs; IDEA Committee; Marketing and Communication</b>	
Invest in leadership development opportunities for URM faculty and staff	CAS leadership will reflect the diversity of students, staff, and faculty  Ensure URM faculty and staff participation in leadership development programs	Increase in URM faculty and staff in leadership positions throughout the college	<b>DO and all departments and programs; ODI</b>	

Strategies	Expectations	Metrics	Responsibility	Progress
Expand and promote Multicultural Homecoming and Alumni Award	Raise the visibility of diverse alumni achievements; pair alumni with student mentoring and internship opportunities	Annual increases in the number of alumni and students participating in Multicultural Homecoming	DO, Multicultural Homecoming Committee, and Academic and Career Advising Team; DEOs	
Increase Diversity on CAS Alumni Advisory Council	Expand leadership opportunities and new partnerships for diverse alumni	Increased diverse alumni representation on advisory council by 22-23	DO and NU Foundation; DEOs	
Build partnerships with local higher ed. institutions to support dual career opportunities	Regular coordination with partner institutions to understand shared needs (Wesleyan, Doane)	Growth in opportunities for dual careers; point person to coordinate dual careers	DO and DEOs; EVC	
Recruit, mentor, and advance outstanding scholars addressing anti-racism and equity through Inclusive Excellence Research Faculty Program	Increase URM Faculty and enhance research capacity advancing anti-racism by recruiting, supporting, and mentoring 4 scholars for up to 3 years as Research Assistant Professors; successful scholars will have option for Tenure-Track positions	Private funding will support new Research Faculty Program – with pilot in social sciences. Program will enhance national reputation of CAS/UNL and help meet target of 50% increase in URM faculty by 2025.	DO and NU Foundation; approved, partnering units in CAS	
Improve on the recruitment, on-boarding, retention, and advancement of diverse and URM Faculty through new DEI Faculty Coordinator position in CAS	DEI Coordinator will assist the college in implementing an “institutional-change” approach to DEI in CAS; serve as liaison between all CAS units and ODI; Chair CAS Idea Committee.	New DEI Coordinator appointed in AY 22-23. Improved coordination and implementation of BRIDGE best practices in faculty recruitment, hiring, and on-boarding in AY 22-23.	DO; all DEOs in CAS.	

## N2025 AIM:

Prioritize participation and professional development for all Nebraska students, staff, and faculty

## CAS AIM:

INVESTING IN LEADERSHIP AND PROFESSIONAL GROWTH

### CAS Goals:

- We will build and sustain a culture that promotes participation and professional development for everyone in the college – faculty, staff, and students.
- We will ensure CAS is a place where student, staff, and faculty satisfaction makes people want to learn, work, and grow.

Strategies	Expectations	Metrics	Responsibility	Progress
Pursue staff salary initiative to establish benchmarks for competitive salaries in CAS	CAS staff salaries will be equalized with other colleges by position type; staff retention will increase	Increase staff salary parity across all position types by FY23	<b>DO and HR</b>	
Provide outside expert mentorship training and annual symposium dedicated to fostering excellence in mentoring	Training in mentoring will support the professional development of faculty, graduate students, and staff	Annual growth in the number of faculty and staff participating in mentor training; host mentoring symposium by no later than AY 22-23	<b>DO and Staff Council;</b> all faculty and staff	
Establish college-wide mentoring pools of faculty, staff, and student leaders	Faculty, staff, and students will have access to a group of peer mentors selected by area and domain of expertise	Mentoring pools established by AY 22-23; track utilization through AY 25-26	<b>DO</b> and all faculty, staff, and students	
Expand and promote CAS Connections	College-wide network to support staff leadership and career development	Increase CAS Connector events; annual increases in % staff participation	<b>DO and Staff Council;</b> all units and staff	
Promote widespread engagement with NCFDD; expand access to Faculty Success Program for pre-tenured and Associate Professors	NCFDD membership promoted with all new faculty hires; college-unit partnerships to support Faculty Success Program participation	Annual increases in faculty using NCFDD (measured by new faculty enrollments); increase participation in Faculty Success Program: goal of 5-6 faculty per semester (4 in fall 2020)	<b>DO and DEOs;</b> EVC	
Establish NU Fund to support student participation in leadership training opportunities	Student leaders will receive CAS funding to support participation in regional and national leadership conferences	5-10 students per year supported by CAS	<b>DO and NU Foundation;</b> Alumni Advisory Council	
Streamline a consistent annual college staff evaluation process	CAS will have a reliable, equitable, and informative review process that promotes professional development and job satisfaction	New college staff evaluation process completed in AY 20-21	<b>DO and Staff Council;</b> Human Resources	
Build positive incentives for leadership and professional development training completion tied to evaluation and merit process	Increase staff awareness and participation in professional development and leadership training opportunities	Annual increases in staff participation in professional development and leadership training programs	<b>Staff Council and DO</b>	
Expand Staff Awards and Recognition in support of positive, inclusive, and respectful work environment	In collaboration with Staff Council – CAS will expand recognition opportunities and promote staff nominations and recipients via CAS Matters, social media	2-3 additional recognition opportunities identified in AY 22-23; new staff highlight section added to CAS Matters; increased nominations for staff across all eligible categories	<b>CAS Staff Council and all CAS units.</b> DO and Marketing and Communication.	