

CAS Strategic Plan: 2025 and Beyond

DRAFT (7/30/20)

The College of Arts and Sciences Strategic Plan aligns with the vision of the **N150** Commission and the **N2025 Strategic Plan**. As the original, founding college of the University of Nebraska-Lincoln in 1869, the faculty, staff, students, and alumni of CAS embrace the N150 vision for the next 25 years: “**The University of Nebraska-Lincoln is unparalleled among public research universities in access, opportunity, innovation, and life-long experiential learning.**” Four core aspirations guide the N150 vision:

- Nebraska students co-create their experience
- Our research and creativity transform lives and learning
- Every person and every interaction matters
- Engagement builds communities

Vision for the College Arts and Sciences: Through Imagination, Innovation, and Collaboration We Will Transform Lives and Improve Our World.

We are a world-leading College of Arts and Sciences where diverse disciplines in the sciences, social sciences, and humanities are united by a shared commitment to collaborate in the discovery of new knowledge and to advance interdisciplinary solutions to challenges critical to Nebraska and the world.

In the College of Arts and Sciences we respond to the complexity and urgency of today’s grand challenges by advancing interdisciplinary research collaborations, prioritizing the value of diverse perspectives and experiences, creating innovative educational programs, and promoting public engagement.

Academics + Experience = Opportunities

Students in the College and Arts and Sciences are prepared to be life-long learners, leaders, and innovators through their active participation in a comprehensive liberal arts education with a focus on experiential learning. With a degree from the College of Arts and Sciences our graduates have the knowledge, skills, and cultural awareness necessary to flourish in a rapidly changing global economy because they are prepared to think critically, communicate clearly, live ethically, and work effectively with diverse groups of people to address complex real-world problems.

The College of Arts and Sciences is a leader in expanding opportunities and reducing barriers for all people in Nebraska and beyond through our enduring commitments to advance diversity, promote inclusion, and relentlessly pursue educational excellence. In CAS, **EVERY PERSON AND EVERY INTERACTION MATTERS.**

CAS 2025

The college's strategic plan utilizes the aims of N2025 to frame the college-specific goals that we will act upon over the next five years to realize our vision. The college will pursue these ambitious goals through specific strategies and initiatives. The expectations listed below are the anticipated changes that the college will realize through the implementation of these strategies. Targets and metrics are the quantifiable measures that the college will utilize as targets to achieve by no later than 2025. Primary responsibility for a strategy or initiative is designated in bold within the responsibility column of the following tables; the other units listed in this column are the college and campus partners who are critical to the success of each initiative and the larger goals they serve.

N2025 Aim: Innovate Student Experiences that prepare graduates to be life-long learners and contributors to the workforce in Nebraska and the world

CAS Goals:

- We will be a national leader in experiential learning, workforce development, and public/private partnerships through an innovative new Internship and Career Planning Center.
- We will work to significantly decrease the graduation achievement gap for underrepresented, low income, and first generation students.
- We will expand fully Online Programs to facilitate life-long learning, degree completion, and address workforce needs.

CAS Strategies & Initiatives	Expectations	Targets & Metrics	Responsibility
Establish Internship and Career Planning Center in CAS	Expanded opportunities for Local, State, and Global Internships integrated with all majors	By 2025, all CAS majors will have a documented internship or related experiential learning outcome; UCARE participation will increase by 20%	DO ; NU Foundation; Advisory Council
	Peer communities established around shared career pathways	4 Peer career-communities created by AY 22-23	Academic and Career Advising Team ; DO
	Internship and study abroad scholarships to ensure access for all students	CAS student participation in study-abroad programs will increase by 20%	NU Foundation and DO ; Advisory Council
	Increase support and coordination for faculty-led study-abroad programs	Annual new faculty participation in study-abroad programs	DO and DEOs ; Academic and Career Advising Team; NU Foundation

	Expanded alumni network with improved tracking to support student mentoring and career success	Annual increases in alumni-student mentoring programs and events	DO and DEOs; NU Foundation; Advisory Council
Implement CAS UP: Challenge for Achieving Success in Undergraduate Programs	Every department and program will have documented CAS UP plans focused on Recruiting, Retaining, Graduating, and Launching students for success	By 2025: 4-year CAS graduation rate will increase from 50.4% to 58%; 6-year graduation rate will increase from 64.5% to 69% First-year to second-year retention will increase from 83.7% to 88% CAS majors will increase by 20%	DEOs and DO; all CAS faculty and staff
Advanced pedagogical training in inclusive course design, teaching, mentoring, and advising	Workshops and webinars dedicated to inclusive course design, teaching and advising; all teaching faculty and advisors will complete training by the end of AY 21-22	By 2025: The equity gap in the 6-year graduation rate will decline from 12% to 6% for URM; from 10% to 5% for Pell; and from 8% to 4% for First Gen students	DO, IDEA Committee, and Teaching Academy; CTT and ODI; DEOs and all instructional faculty
Develop 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	Annual improvements in degree completion % for URM, Pell, First Gen students	DO, EVC, and IEA; Academic and Career Advising Team and DEOs
Expand Professional Skills Development courses for undergraduate students	A series of career development courses embedded in majors and/or existing courses across all areas	6 New Professional Skills development classes in CAS (e.g., communication, project management, entrepreneurship, ethics, analytics)	Academic and Career Advising Team with DEOs and faculty
Expand programs and internships to facilitate Graduate Student non-academic career success	Workshops, symposia, short courses, and internships focused on non-academic careers	By AY 21-22, at least one event or program per year dedicated to non-academic careers across all areas of CAS	DO, DEOs, and Graduate Chairs; Graduate Studies

Create online degree completion pathway through CAS Individualized Program of Study (IPS)	New online course development and delivery in all areas of CAS Expanded academic advising to support IPS learners in CAS	Five year average annual growth of 5% in new student enrollments, online SCH, and total degrees in CAS	DO with DEOs and Academic and Career Advising Team; EVC and NU Online
Establish new Online Certificate and Master's Degree programs	Expanded state- and region-wide marketing of online programs	At least 3 new fully online degree or certificate options in CAS by 2025	DEOs and DO with support from EVC and NU Online
Develop new cross-college initiatives (e.g., Social Entrepreneurship Certificate) for current students and non-degree seekers	Expanded interdisciplinary course offerings and skill development at the intersection of social/global justice and innovation	A total of 3 new cross-college certificates by 2025	DO with DEOs and Academic and Career Advising Team
Implement Student Success Grants to remove financial holds (up to \$1000) and facilitate persistence	For CAS majors in good standing, financial holds will not be a barrier to degree completion	Pilot Program Fall 2020 (up to \$13,500 in support) Assess impact of grants on student persistence AY 20-21	DO and Academic and Career Advising Team; Recruitment
Formalize UGS working group as standing college committee	CAS Committee for Student Success will elevate and accelerate our focus on experiential learning, innovation, and degree completion for all students	Newly formed committee in place with broad college representation by AY 21-22	DO and all faculty; Academic and Career Advising Team

N2025 Aim: Establish a culture at Nebraska committed to increasing the impact of research and creative activity

CAS Goals:

- We will be a recognized national and global leader in science, creative activity, and generating new knowledge that addresses real-world problems.
- We will strategically enhance graduate student education and training to increase the impact of our research, scholarship, and creative activity.

CAS Strategies & Initiatives	Expectations	Targets & Metrics	Responsibility
Review and update all Promotion and Tenure standards in the college prioritizing high achievements in research and creative activity	Every department/program will have documented Promotion and Tenure standards that communicate clear expectations for research and creative activity	100% participation in all units by AY20-21	All tenure-line faculty and DEOs; DO
Documented Mentoring Plans in all departments and programs	A robust culture of mentoring is sustained throughout the college for staff and faculty of all ranks	Mentoring plans in 100% of CAS units by AY 20-21	All faculty and staff; DO
Establish annual Mentoring Award for faculty and staff	Honor and reward exemplary mentoring by faculty and staff	2 Awards (\$1000/each) by AY 2020-21	DO with support from all faculty 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-Department partnerships to support Faculty Success Program participation	Annual increases in faculty using NCFDD (measured by new faculty enrollments) and participating in Faculty Success Program	DO and DEOs; EVC
Provide Mentorship training and annual symposium dedicated to excellence in mentoring	Training in mentoring will support the professional development of faculty and staff	Annual growth in the number of faculty and staff participating in mentor training	DO and Staff Council; all faculty and staff
Create college-wide mentoring pool for faculty and staff	Faculty and staff will have access to additional mentors outside of their unit	Annual increases in CAS mentoring pool and requests for mentors	DO, all departments and programs, Staff Council

Expand training and participation in grant and fellowship proposal writing for all disciplines	Increase in the number of faculty submitting grant proposals Annual increases in research revenues and expenditures	Annual increases in the number of faculty submitting grants and fellowship applications 15% increase in total grant dollars requested over 3 years 15% increase in annual research expenditures Graduate students funded by external grants will increase by 5% annually on a three-year rolling basis	DO and ORED; DEOs all faculty
Assess research support needs in high-impact areas to determine if additional research support staffing is justified.	Potential expansion of specialized pre- and post-award staff support for faculty	Annual growth in the number of proposals submitted using specialized staff resources	DO and DEOs
CAS Budget Advisory Committee to develop new F&A policy	Departments and centers will have more resources to support all forms of research and creative activity	Increase in faculty professional development, research, and travel support; additional support for graduate students and post-doctoral fellows	DO and CAS Budget Advisory Committee; Executive Committees
CAS Budget Advisory Committee to develop Graduate Student Remissions Policy	Increased quality and compensation of graduate students	Annual increases in grad student publications, awards, fellowships and grants	DO and CAS Budget Advisory Committee ; Graduate Chairs and faculty
Expand outreach to Private Foundations in support of Humanities and Social Science Research	Increased partnerships and research revenues from Private Foundations	Increase in Private Foundation research revenues by 10% annually on a three-year rolling basis	DO and NU Foundation; DEOs and all faculty
Coordinate college and department nomination process to increase national and international awards for faculty and staff	Increased number of national and international awards for faculty and staff	Increase the number of faculty receiving external honors by 3% per year	DO, DEOs and relevant department committees; ORED
Review and update all workload policies and annual apportionment practices	Transparent workload policies in every department that supports equitable apportionments	100% updated workload polices approved by department faculty by AY 2021-22	DEOs and all faculty; DO

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 Goals:

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

- climate change, resiliency, and environmental sustainability
- rural drug addiction
- national and global health disparities
- human, animal, and plant viruses
- quantum materials and technologies
- computational capacity, analytics, and digital humanities
- cross-cultural understanding and human communication
- national security, global peace, and human rights

CAS Strategies & Initiatives	Expectations	Targets & Metrics	Responsibility
<p>Implement new faculty hiring processes to recruit excellence and deploy resources strategically and efficiently to advance CAS goals</p> <p>Assess feasibility of Cluster Hires in support of CAS research goals and Inclusive Excellence</p>	<p>Increase interdisciplinary research capacity that builds on strengths, responds to new challenges and opportunities, and increases faculty diversity</p>	<p>Increase in interdisciplinary research teams and external grant proposals</p> <p>Increase in the number and % of diverse faculty</p>	<p>CAS Faculty Hiring Advisory Committee and DO; All faculty search committees and all faculty</p>
<p>All departments will submit 3-5 Strategic Faculty Hiring Plans with full faculty participation</p> <p>College faculty hiring strategy will be reviewed annually to sustain alignment with UNL Grand Challenges</p>	<p>Hiring plans will balance unit needs with CAS goals to foster interdisciplinary research/creativity and address grand challenges</p> <p>CAS will be a leader in UNL Grand Challenges</p>	<p>Hiring plans will be reviewed annually to facilitate a recruitment strategy that maximizes research synergies and advances CAS goals</p> <p>Annual research and teaching contributions to UNL Grand Challenges</p>	<p>CAS Faculty Hiring Advisory Committee and DO; all departments & programs</p> <p>DO and CAS Faculty Hiring Advisory Committee</p>

Establish Opportunity/Targeted Faculty Recruitment Process	Facilitate strategic faculty recruitment in support of Inclusive Excellence and interdisciplinary research	DO will track total # and distribution of approvals/disapprovals to ensure equity across CAS	DO in collaboration with all departments & programs
CAS seed funding will support new interdisciplinary research teams Expand awareness and participation in tech-transfer programs by faculty and graduate students	Seed funding will facilitate competitive external grant proposals 2-3 Tech-transfer events/seminars per semester	Annual 5% increase in new grant proposals by interdisciplinary research teams Annual increases in new disclosures, patents, and copyrights	DO and Research Advisory Committee; all faculty DO, DEOs, and NUtech Ventures; 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	Departments contributing to interdisciplinary programs will receive 2-3% multiplier in SCH or state funding support	CAS Budget Advisory Committee and DO
Develop and implement new fiscal policies that seed new projects in identified areas of research strength	The commitment to innovative research and new program development will be reflected in the college's annual budget allocations	Departments contributing to innovative programs will receive 2-3% multiplier in SCH or state funding support	CAS Budget Advisory Committee and DO

N2025 Aim: Broaden Nebraska’s engagement in the community, industry, and global partnerships

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 further enrich the lives of Nebraskans.

CAS Strategies & Initiatives	Expectations	Targets & Metrics	Responsibility
Increase professional certificate offerings for non-degree-seeking students to close skills gap in Nebraska	CAS will contribute to a highly-skilled, high-wage NE workforce	3 new Professional certificate offerings by 2025	DO and all departments; Academic and Career Advising Team; NU Online
Review workload policies and annual apportionment and merit review practices for equitable treatment of faculty community engagement	Transparent and equitable standards in every department that supports and rewards excellence in public service	100% updated workload and apportionment policies approved by department faculty by AY 2021-22	DEOs and all faculty; DO
Develop and implement CAS Day of Service to coincide with start of new academic year	Annual College-wide effort to support the local community	Pilot Fall 2020 – with “virtual” day of service in support of Food Bank & Husker Pantry Increase participation and community service options over the next 5 years	DO and Staff Council; all faculty and staff
Explore “CAS Extension” – widening community access to and engagement with the Arts and Sciences – CAS partnership Nebraska Extension	CAS will take multi-pronged, proactive steps to facilitate life-long engagement with Humanities, Social Sciences, and Sciences	Annual increases in community engagement efforts and sustained programmatic partnerships	DO and all units
Live-stream and post recordings of CAS Inquire presentations	Expand public engagement with CAS through CAS Inquire	Annual increases in down-loads of CAS Inquire presentations	DO/Marketing and Communication
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 education	Sustain investment in public higher education as an essential public good	DO and EVC

Partner with PPC to expand public engagement programs and events dedicated to local/national issues	2-3 PPC/CAS events per semester with remote viewing options	Annual increases in public participation in CAS-PPC events	DO and PPC
Survey current departments, faculty and staff about current engagement efforts	Gain a better understanding of the range and distribution of engagement efforts in CAS	Complete survey AY 20-21	DO and DEOs
External Relations Coordinator to facilitate local and state partnerships	Dedicated staff to expand and maintain partnerships for student career success; Support UNL goal for Carnegie Community Engagement Recognition	10 new community partnerships per year	DO

N2025 Aim: Create a climate at Nebraska that emphasizes, prioritizes, and expands inclusive excellence and diversity

CAS Goals:

- We will be a leader in inclusive excellence through our recruitment and retention of diverse students, faculty, and staff.
- We will be a leader in Inclusive Excellence through curricular innovations and co-curricular experiences for all students.
- We will enact and sustain a culture that respects and honors the dignity of all persons.

CAS Strategies & Initiatives	Expectations	Targets & Metrics	Responsibility
Increase outreach and recruitment efforts to enroll under-represented ethnic/racial groups; Pell-eligible students	We will be recognized through our actions and programs as a college that is dedicated to the inclusion of all persons	By 2025: 8% increase in students from under-represented ethnic/racial groups 9% increase in Pell-eligible students	Recruitment, DO, all departments and programs
Launch new scholarship fund – CAS Cares – focused on closing the persistence and graduation achievement gap	Endowed scholarship to support “CAS Cares” focused on underrepresented, low income, and First Gen students Increase Diversity on CAS Alumni Advisory Council	\$250,000 for CAS cares scholarship by 2025 2-3 diverse Council members by AY 21-22	DO & NU Foundation; CAS Alumni Advisory Council DO and NU Foundation; DEOs
Implement and assess new U.S. Diversity Requirement for all CAS students	Provide students with innovative, multi-disciplinary courses (in person and online) dedicated to understanding diversity in the U.S.	Increase the number and variety of courses that fulfill CAS Diversity Requirement	DO & IDEA Committee; all departments
Provide students with connection events where they can meet with other students and faculty of color Provide opportunities for faculty of color to present their research and creative activities and encourage students to attend and connect with faculty	Build and support inclusive communities for students and faculty of color; Increase diversity of CAS Student Advisory Board and Student Ambassadors Build and support inclusive communities for faculty of color	2-3 community connection events per semester; equitable student representation in CASSAB and Ambassadors 3-4 community connection events per semester	DO and all departments; IDEA Committee; Recruitment and Academic Advising Team All departments and programs IDEA Committee

Publicize college and department efforts in Inclusive Excellence	Interview and spotlight alumni from diverse backgrounds Departments post information and events related to Diversity, Equity, and Inclusion on websites	College level webpage dedicated to Inclusive Excellence with college statement and an area to feature alumni Each department will publish their statements in AY 20-21	DO/Marketing and Communication All departments and programs; Marketing and Communication
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 and Academic and Career Advising Team; DEOs
Establish CAS Inclusive Excellence and Diversity Award	Recognize and reward faculty and students for advancing diversity and Inclusive Excellence	1-2 awards per year	DO & IDEA Committee; all faculty and students
Starting in AY 20-21: Faculty Hiring Request Form require diverse faculty hiring strategy	Successful hiring requests will have a clear and compelling plan for ensuring a diverse pool of applicants	100% participation by every department AY20-21	All faculty and DEOs
BRIDGE and Implicit bias training for all faculty and staff search committees – in addition to ICE training	BRIDGE and Implicit bias training is required with the formation of search committees; training is completed together as a committee	100% participation by AY20-21	Every faculty and staff search committee member
Inclusive Excellence Audits will be conducted after the application close date and again prior to the approval of a short list of candidates	Faculty searches will be allowed to proceed only if the applicant pool and the short list of candidates at least mirror the distribution of diverse faculty in the field	Faculty applicant pools and short list of candidates will (at a minimum) reflect the demographic make-up of professional fields 10% increase in diverse faculty by 2025	DO and all faculty search committee members All departments and programs
Integrate best practices from Aspire Alliance and IChange Network to diversify STEM faculty	STEM departments will have access to all IChange data and resources to support the recruitment and retention of diverse faculty	5% increase in diversity of STEM faculty	STEM departments and DO

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	DO and DEOs
Assess feasibility of Dual Career Reversion Fund	CAS will develop internal resources to provide bridge funding to support dual careers	A financial reserve sufficient to support 3 years of avg. dual career salary needs in CAS	College Budget Advisory Committee, DO
Invest in leadership development opportunities for under-represented faculty and staff	CAS Leadership will reflect the diversity of students and faculty	Increase in funds dedicated to leadership opportunities for under-represented faculty and staff	DO and all departments and programs

N2025 Aim: Prioritize participation and professional development for all Nebraska students, staff, and faculty

CAS Goal:

- We will build and sustain a culture that promotes faculty and staff participation and professional development for everyone in the college.

CAS Strategies & Initiatives	Expectations	Targets & Metrics	Responsibility
College bylaw change will include lecturers in college faculty meetings	Lecturers will have standing as voting members of the faculty in college meetings	Spring 2021 lecturer right to vote in college-wide faculty meetings	All faculty, DO
College will provide new guidelines for hiring, promoting, and evaluating lecturers	Working conditions for Lecturers will be improved through clear and transparent guidelines	Implementation by the start of AY 21-22	DO, DEOs, and all faculty
CAS college-wide staff meetings will be held at the start of each new semester	Staff will be actively engaged participants in advancing the strategic goals of the college	Twice annual all-college staff meetings	DO and Staff 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	DO; Human Resources
Provide a database list of professional development opportunities for staff	Increase staff awareness and participation in professional development opportunities	Annual increases in staff participation in professional development programs	Staff Council, DO
Encourage shared office coverage or authorize office closures to support staff professional development	Create a culture where staff are encouraged to attend professional development opportunities	Sustain and grow events like CAS Connections	DO and DEOs
Promote and encourage staff to attend and join CAS Staff Council, University Staff Council, UNOPA/UAAD		Increased participation in Staff Councils and professional organizations	DO, DEOs, and CAS Staff Council

CAS Commitment to Shared Governance and Responsible Stewardship of Resources

In support of all of the above goals and strategies, CAS is committed to taking practical steps to serve as responsible stewards of public and private resources. We will build new opportunities and structures for students, faculty, and staff to contribute to shared governance and sustain a culture of inclusion, transparency, and accountability.

CAS Strategies & Initiatives	Expectations	Targets & Metrics	Responsibility
Establish College Budget Advisory Committee	Shared governance body of faculty and staff charged with advising the DO on the implementation of IBB; budget reduction planning	Regular consultation with committee, starting in AY 19-20	DO and committee members
Align the use of Foundation funds with the strategic enrollment goals of CAS and UNL	DEOs and staff will be actively engaged in the strategic allocation of private foundation funds to support annual strategic enrollment goals	College will see 3-5% annual declines in (contra-revenue) remissions	DO, DEOs, and ASEM
Establish Faculty Hiring Advisory Committee	Advisory committee of rotating DEOs charged with assessing and rating faculty hiring proposals	Assess Spring 2021 hiring requests (contingent on hiring freeze) and beyond	DO and appointed DEOs
Provide Leadership Development Workshop Series for all DEOs	DEOs will have monthly opportunities to improve leadership skills in budgeting and finance, course scheduling, faculty development, etc. Provide DEOs the opportunity to suggest workshop topics they find relevant and informational	Monthly workshops initiated in AY19-20	DO and DEOs