

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
Rework CASC 50: Start Smart to better prepare incoming first-year and transfer students for success.	<ul style="list-style-type: none"> • Incorporate language that reflects an Ecology of Validation model for student success. • Address the concept of Challenge as normal part of the learning/growth process for every student. • Restructure modules to open across 6 weeks, ensuring sustained engagement through a first required advising meeting. • Reorganize topics to match students' experience in and out of the classroom. • Introduce career language and concepts foundational for all students in liberal arts degrees. • Encourage reflection and discussion about transition to UNL/college. 	<p>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.</p> <p>First to second year retention will increase.</p> <p>Engagement with career coaches will increase.</p>	Academic and Career Advising Team with DEOs, faculty and staff	 <p>Ongoing — in progress</p>
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. CAS UP! reports on unit data followed by strategy development meetings with each unit.	Part of chair and director annual review process by DO starting AY 21-22	DO, EVC, and IEA; Academic and Career Advising Team and DEOs	



Strategies	Expectations	Metrics	Responsibility	Progress
Develop and provide advanced pedagogical training in inclusive course design, teaching, mentoring, advising, and supporting students' mental health	Send personalized email to all CAS instructors of record several times a semester providing them with a small number of proven tips that would help address their most pressing teaching needs.	All teaching faculty and advisors strongly encouraged to complete at least 1 training by the end of AY 23-24; part of annual merit evaluation process starting AY 23-24	DO, IDEA Committee, and Teaching Academy; CTT; Graduate Studies; CAS instructional faculty	
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	Ued Working Group/ 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	AFFS Committee and DO	
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	DO and UCARE; DEOs and research faculty; NU Foundation; Marketing and Communication	 Ongoing — Data on UCARE and FYRE forthcoming.
Host 10-week CAS Summer Research Program to expand national outreach and diversity graduate programs in CAS.	Advanced undergraduate students will be recruited nationally and regionally through Associated Colleges of the Midwest, HBCUs, HSI, and tribal colleges.	Pilot new program in summer 2024/2025 with target of 6-8 non-resident students and 4 UCARE/ FYRE students. Monitor success of CAS summer program in generating pathway to graduate study in CAS programs.	DO, Graduate Studies, and partnering CAS units	
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	DO and NU Foundation; Recruitment and Academic Advising Team; ASEM	 Complete and ongoing
Establish competitiveness in graduate program initiative, providing perm 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	\$500,000 in perm funding to support nationally competitive graduate student stipends beginning in AY 22-23; allocations to be based on program performance assessments	DO and Graduate Chairs	
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	Graduate Chairs and DO	

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, CAS business centers, 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	15% increase in total grant dollars requested over 3 years		26.9% increase in annual research awards since 2021. 2023 = \$54.1 million.
	Annual increases in research revenues and expenditures	15% increase in annual research expenditures		13.8% increase in research expenditures since 2021.
	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	DO and CASRAC	

Strategies	Expectations	Metrics	Responsibility	Progress
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	 Complete and ongoing
CAS Budget Advisory Committee to develop new F&A policy	With unit-level discretion, departments, centers, and programs will have more resources to support research and creative activities based on grant F&A	Increase in faculty professional development, research, equipment, and travel support; additional support for graduate students and post-doctoral fellows	DO and CAS Budget Advisory Committee; Executive Committee	 <50%
CAS Budget Advisory Committee to develop graduate student remissions policy and increase graduate program quality	Incent external grants and use of foundation funds to increase graduate program competitiveness through higher stipends for graduate students	Annual increases in graduate student publications, awards, fellowships, and grants; improvements in graduate student work satisfaction (annual student survey)	DO and CAS Budget Advisory Committee; DEOs and Graduate Chairs	 <50%



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>DO and Research Advisory Committee</p>	 <p>Complete and ongoing</p>
<p>CAS seed funding will support new multi-disciplinary or convergent research teams at UNL (cross-disciplinary and/or cross-college)</p>	<p>Seed funding will promote new multidisciplinary research teams and facilitate competitive external grant proposals</p>	<p>Annual 5% increase in new grant proposals by multi-disciplinary research teams</p>	<p>DO and Research Advisory Committee; all faculty</p>	
<p>Expand awareness and participation in tech-transfer programs by faculty and graduate students</p>	<p>2-3 tech-transfer events/seminars per semester</p>	<p>Annual increases in new disclosures, patents, and copyrights</p>	<p>DO, DEOs, and NUtech Ventures; all faculty</p>	

Strategies	Expectations	Metrics	Responsibility	Progress
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	CAS Budget Advisory Committee and DO	
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	DO and NU Foundation; 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	DO, DEOs, and all units; Recruitment; Marketing and Communication; Student Ambassadors; Extension	
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		

Strategies	Expectations	Metrics	Responsibility	Progress
Participate with Extension for Amplify Events	Connect CAS units with Extension offices; identify community needs and how CAS can partner by providing expertise through research, courses, lectures, seminars, etc.	Quarterly meetings; annual event on campus or in community	DO	+
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	DO and EVC	
Expand staff capacity 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 Outreach to diverse-owned businesses and non-profits with opportunities for connections with CAS students	10-15 new community partnerships per year	DO and Academic and Career Advising Team	🔄
Assess feasibility of CAS Global Engagement Coordinator	Facilitate new global partnerships and internship opportunities; connect with international alumni; coordinate international awards	New part-time or full FTE staff position by AY 23-24		
Survey units, faculty and staff about current engagement efforts	Gain a better understanding of the range and distribution of engagement efforts in CAS	Complete survey AY 23-24	DO and DEOs	

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
Establish CAS Summer Research Program to promote diverse graduate student enrollment.	CAS will play a leadership role in diversifying the academy	1-2 summer diversity programs per area by summer 2023	DO and partnering units	
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	DO and all units; IDEA Committee; Recruitment and Academic Advising Team; Advisory Council; Marketing and Communication	
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	All departments and programs; IDEA Committee; Marketing and Communication	
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	DO and all departments and programs; ODI	

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	 Complete and ongoing
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.	
Conduct diversity audit of all college and unit policies and procedures for faculty and staff (e.g., hiring plans; annual evaluations; retention, promotion and tenure; research awards; etc.)	Review and modify unit policies and procedure to support the college’s commitment to anti-racism, equity, and inclusive excellence Inclusive excellence and diversity action plans developed in coordination with ODI and CAS IDEA Committee	Complete diversity audits by end of AY 21-22; Develop and implement necessary changes by start of AY 22	IDEA Committee; DO; all CAS units	 <50%

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
Hold annual graduate student recognition celebration each spring.	We will build community and recognize outstanding achievements of graduate students by showcasing excellent graduate student research, creative work, teaching contributions, and engagement.	Annual participation from every unit with a graduate program.	DO and faculty nominators	
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	DO and HR	
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	DO and Staff Council; 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	— DO 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	— DO and Staff Council; all units and staff	 Complete and ongoing
Create Individual Professional Development Plans for CAS Finance Staff	Individual Development Plans will support professional growth and mentoring for staff	Documented professional development plans for all finance staff by end of AY 23-24.	DO	

Strategies	Expectations	Metrics	Responsibility	Progress
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)	DO and DEOs; 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	DO and NU Foundation; 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	DO and Staff Council; 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	Staff Council and DO	
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	CAS Staff Council and all CAS units. DO and Marketing and Communication.	
Improve orientation and onboarding process for lecturers and research faculty.	All new faculty in CAS will have the opportunity to learn about the college, meet and interact with colleagues, and ask questions as part of their onboarding process.	Annual new faculty orientation open to all faculty position types.	DO	