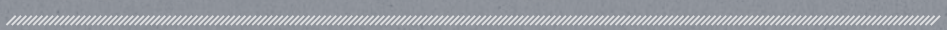
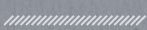


PLAN APPENDICES



2021-22

YEAR 1: 2021-22

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.

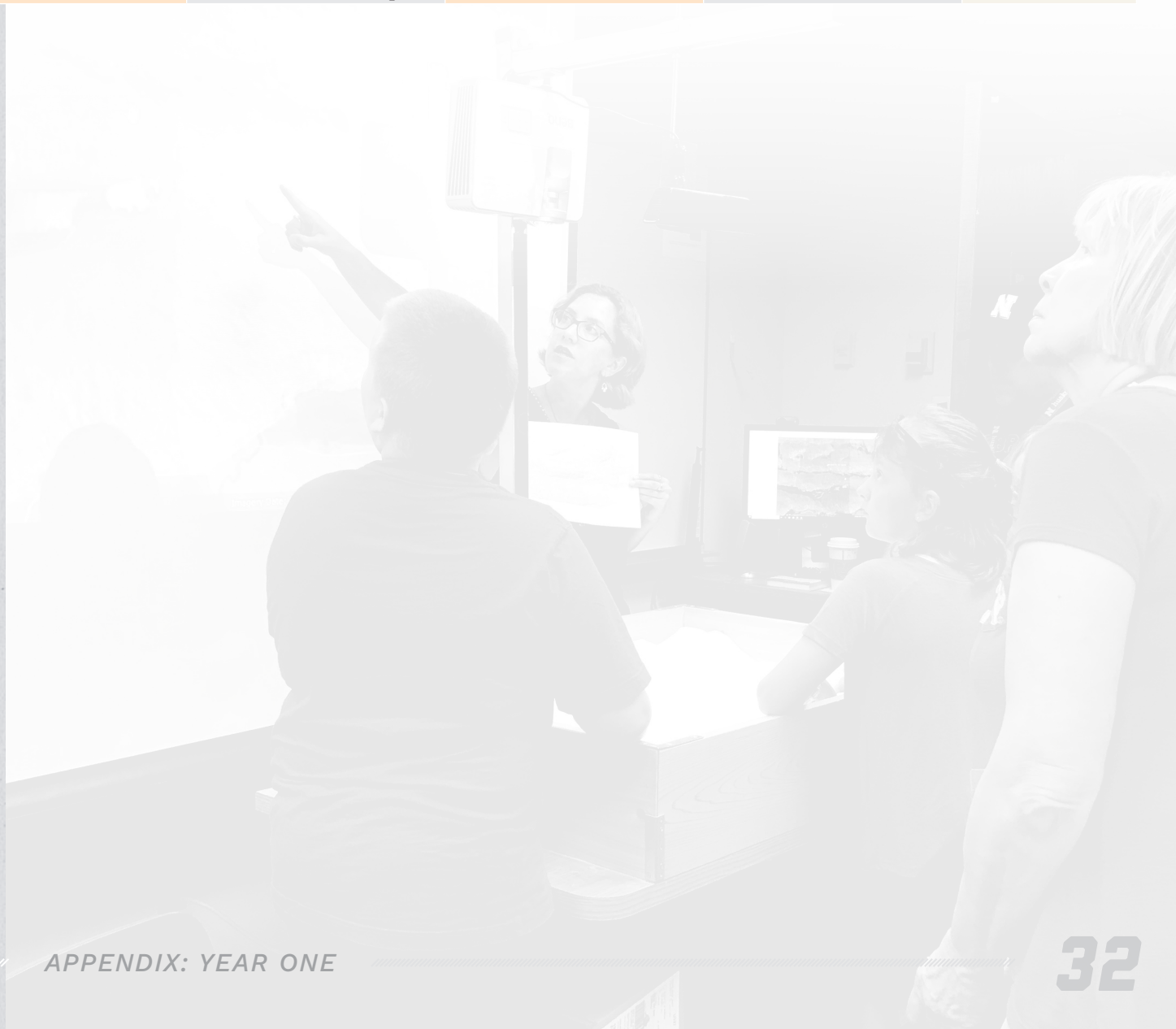
Strategies	Expectations	Metrics	Responsibility	Progress
Implement CAS UP: Challenge for Achieving Success in Undergraduate Programs	Every course-offering unit will have documented CAS UP plans focused on Recruiting, Retaining, Graduating, and/or Launching students for success	<p>Make incremental progress toward CAS 2025-26 goals:</p> <ul style="list-style-type: none"> • 4-year graduation rate will increase from 48% to 58%; 6-year graduation rate will increase from 55.5% to 65% • 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 • First-year to second-year retention will increase from 85% to 88% • CAS majors will increase by 10% 	DEOs and DO; all CAS faculty and staff; Recruitment and Marketing and Communication	 <p><50%</p> <p>The 4-year graduation rate has increased every year over the last 3 years, reaching 49.7% in 2022-23.</p> <p>In AY 2021-22 the 6-year graduation rate increased to 671%. New target is 72% by 2025. AY 22-23 6-year graduation rate was 63.8%.</p> <p>Equity gaps in 6-year graduation rates improved for URM and Pell students in AY 22-23: -14.8 and -8.1% (compared to overall CAS 6-year grad rate).</p> <p>First Gen student equity gap has grown (compared to overall CAS 6-year grad rate) -12.3%</p> <p>First-year retention increased by 2% for Fall 2021 cohort (80.6%); recovering from pandemic decline of 6.4% for Fall 2020 cohort (78.6%).</p> <p>UGS headcount in Fall 22 was 3640, a 7.7% decline since 2022 (does not control for removal of Computer Science from CAS). 4,205 total CAS majors in Fall 2022.</p>



Strategies	Expectations	Metrics	Responsibility	Progress
Focus Programming, outreach, and support to improve first-year retention and reduce equity gaps	<p>Establish required advising for students in their first academic year.</p> <hr/> <p>Build 2-year degree plan by end of the first year</p>	<p>Increase use of 1-1 advising by first year students to 90% (Fall 2020 was 86.75%)</p> <hr/> <p>Reach 90% of first year students with a degree plan through term 4.</p>	Academic Career & Advising Teams	 <p>Goal exceeded: Fall 2021, 96.1% first-year students used 1-1 advising; Spring 2022 94.0% had 1-1 advising.</p> 
In partnership with EVC and NU Online investments, develop online degree completion pathway through CAS Individualized Program of Study (IPS)	<p>New online course development and delivery in all areas of CAS; implemented by 22-23</p> <hr/> <p>Expanded academic advising to support IPS learners in CAS</p>	Five-year average annual growth of 3% in new student enrollments, online SCH, and total degrees in CAS	DO with DEOs and Academic and Career Advising Team; EVC and NU Online	 <p>>50%</p>  <p>>50%</p>
Expand programs and internships to facilitate graduate student non-academic career success	Workshops, symposia, short courses, and summer 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: sciences, social sciences, and humanities	DO, DEOs, and Graduate Chairs; Graduate Studies	
Develop new cross-college academic programs for current students and non-degree seekers	Expanded multi-disciplinary course offerings and professional skill development classes: social impact, environmental justice, new pathways for teacher education	1-2 new programs in AY 21-22; a total of 4-5 new cross-college certificates by 2025	DO with DEOs and Academic and Career Advising Team; Marketing and Communication	 <p>Complete with Social Entrepreneurship Data Science ongoing</p>
Implement Student Success Grants to remove financial holds (up to \$1000) and facilitate persistence	For CAS majors in good standing (2.0 GPA or better) financial holds will not be a barrier to degree completion	<p>Pilot Program Fall 2020 (up to \$13,500 in support)</p> <p>Assess impact of grants on student persistence for AY 20-21 and degree completion rates</p>	DO and Academic and Career Advising Team; Recruitment and Academic Advising Team	

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

<p>Formalize UEd working group as standing college committee</p>	<p>Undergraduate Education Working Group will accelerate our focus on effective pedagogy, innovative experiential learning, and degree completion for all students: charged with pairing data with pedagogical training and student support</p>	<p>Newly formed committee with broad college representation and strategic UEdWG action plan in place by AY 21-22; dedicated resources for instructor professional development (by FY 22-23)</p>	<p>DO and all faculty; Academic and Career Advising Team</p>	 <p>Complete: Committee for Advancing Undergraduate Success and Equity (CAUSE) new in 2023</p>
<p>Assess feasibility of Global Awareness certificate program in CAS/UNL</p>	<p>Build global awareness and cross-cultural competencies through combination of courses, on-campus conferences/symposia, and research/study/international internships</p>	<p>Study Global Awareness Programs at R1s; host cross-college conversations about GAPS</p>	<p>DO; Office of Global Strategies</p>	 <p>Completed—and not proceeding.</p>



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
Review and update all Promotion and Tenure standards in the college prioritizing high achievements in research and creative activity; facilitating interdisciplinary research	Every unit will have documented Promotion and Tenure standards that communicate clear expectations for research and creative activity; coordination of standards between units with joint appointed faculty; support for interdisciplinary research	100% participation in all units by AY 21-22	All tenure-line faculty and DEOs; DO	 >75%
Review and update all workload policies and annual apportionment practices	Transparent workload policies and standards that support annual apportionments that are equitable and consistent with faculty effort	100% updated workload policies approved by unit faculty by AY 2021-22	DEOs and all faculty; DO	 75%
Expand outreach to private foundations	Increased partnerships and research revenues from private foundations and corporate partnerships	Increase in private foundation research revenues by 10% annually on a three-year rolling basis	DO, NU Foundation, and ORED; DEOs and all faculty	 75%

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>Implement new faculty hiring processes to recruit excellence and deploy resources strategically and efficiently to advance CAS research goals</p> <p>Promote multi-disciplinary cluster hires within and beyond CAS to support 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>CAS Faculty Hiring Advisory Committee and DO; All faculty search committees and all faculty</p>	 Completed and ongoing
<p>All units will submit 3-5-year strategic faculty hiring plans with full faculty participation</p>	<p>Hiring plans will balance unit needs with CAS goals to foster interdisciplinary research/creativity and address grand challenges</p>	<p>Hiring plans will be reviewed annually to facilitate a recruitment strategy that maximizes research synergies and advances UNL and CAS goals</p>	<p>CAS Faculty Hiring Advisory Committee and DO; all units and programs</p>	
<p>College faculty hiring strategy will be reviewed annually to sustain alignment with CAS/UNL strategic goals and unit-level research and teaching needs</p>	<p>CAS will be a national research leader in research impact and teaching innovation</p>	<p>Research metrics: AA data and SRI index Teaching innovation metrics: Majors, SCH, Awards, and Recognition</p>	<p>DO and CAS Faculty Hiring Advisory Committee; DEOs</p>	
<p>Establish opportunity/targeted faculty recruitment process</p>	<p>Facilitate strategic faculty recruitment in support of inclusive excellence and interdisciplinary research</p>	<p>DO will track total number and distribution of approvals/disapprovals to ensure equity across CAS</p>	<p>DO in collaboration with all departments and programs</p>	

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
Review P & T standards, workload policies, and merit review practices for consistent and equitable treatment of faculty community engagement and community-based research	Transparent and equitable standards in every unit that supports and rewards excellence in community engagement	100% updated workload and apportionment policies approved by unit faculty by AY 2021–22	DEOs and all faculty; DO	 >75%
Develop and implement CAS Day of Service to coincide with start of new academic year	Build community in CAS through voluntary service to others; highlight connections to faculty and student research in CAS (e.g. food insecurity; homelessness)	Pilot Fall 2020 – with “virtual” day of service in support of Lincoln Food Bank and Husker Pantry (259 items collected; \$5,083 raised; 32.5 volunteer hours)	DO, Staff Council, and Marketing and Communication; all faculty and staff	
		Increase total annual participation in community service over the next 5 years		 >75%
		Establish college award to recognize unit with highest percentage of faculty/staff participation		
Live-stream and post recordings of CAS Inquire lectures (a public lecture series planned by students)	Expand public engagement with CAS through CAS Inquire lectures and students	Annual increases in downloads of CAS Inquire presentations; annual increases in private funding support for CAS Inquire; annual increases in student applications to CAS Inquire	DO/Marketing and Communication	
Expand access to and highlight co-curricular programs' contributions to public education	Make explicit the link between co-curricular events and the public value of liberal arts and sciences	Participation from all 93 NE counties with a CAS event by 2025		
Partner with units to expand and enrich public engagement programs and events dedicated to understanding local/national issues	2–3 events per semester with remote viewing and participation options for all Nebraskans	Annual increases in public participation—including NE high schools and community colleges—in CAS public education events	DO and partnering college units	

N2025 AIM:





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




CAS AIM:

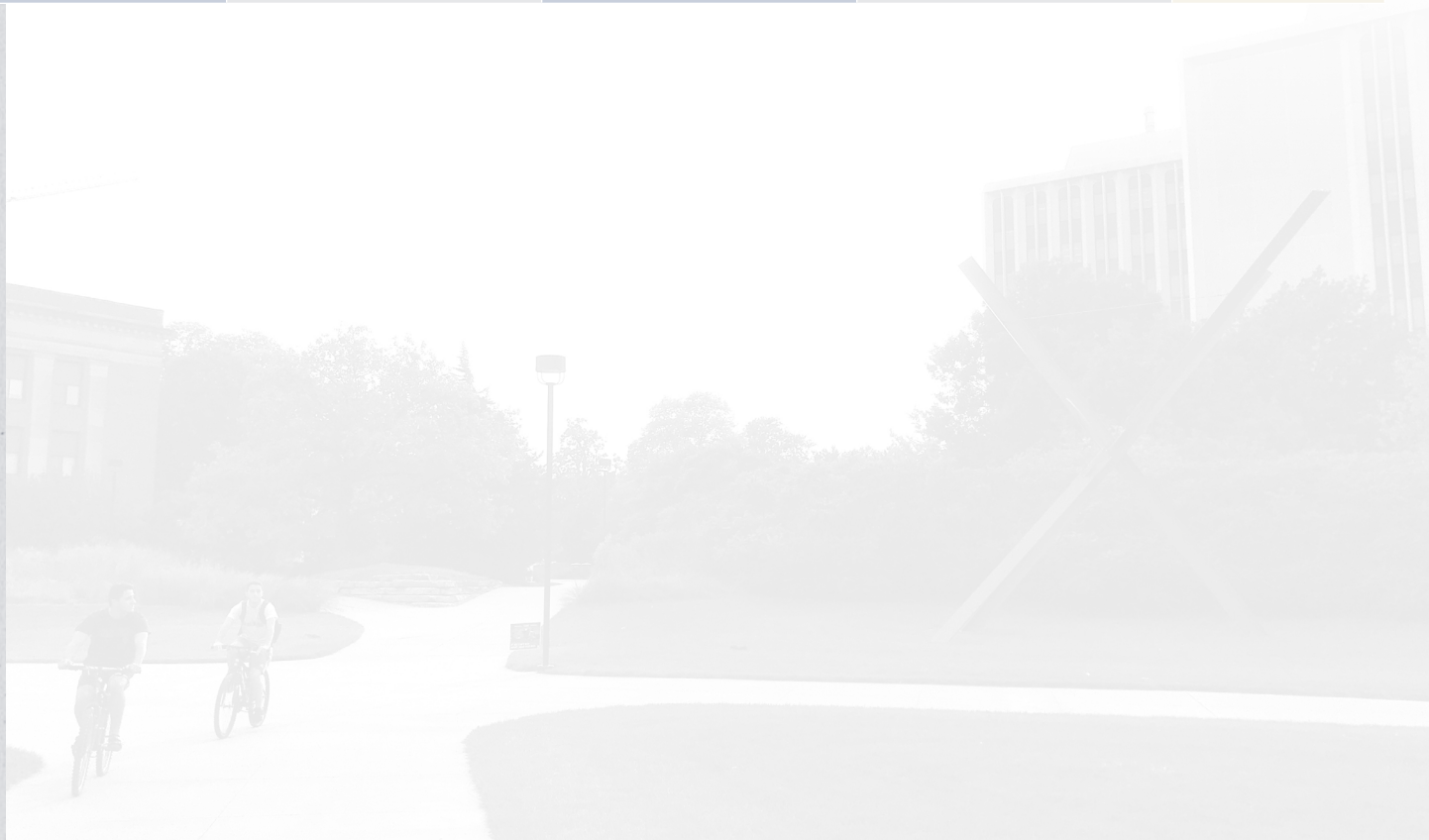
LEADING IN INCLUSIVE EXCELLENCE AND DIVERSITY

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
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	\$250,000 for CAS cares scholarship by 2025	DO and NU Foundation; CAS Alumni Advisory Council	 Completed and ongoing
Increase outreach and recruitment efforts to enroll URM, Pell-eligible, and first-generation undergraduate and graduate students Promote opportunities for diverse graduate student requirement through ACM and BTAA Utilize and promote interdisciplinary programs to increase URM student recruitment	CAS will be a welcoming academic home to a highly diverse undergraduate and graduate student population CAS will expand partnerships with TRIO and regional high schools, tribal and community colleges to promote access to UNL. Regular consultation with American Indian Higher Education Consortium	Increase racial/ethnic diversity of freshman enrollment from 19% to 25% 10% increase in Pell-eligible students	Recruitment, DO, all departments and programs; ASEM; Student Affairs	 >50%
DEO training and guidance for developing diverse faculty and staff hiring strategies	Successful hiring requests will have a clear and compelling plan for ensuring a diverse pool of applicants	AY 21–22: faculty and staff hiring request forms require diverse hiring strategy	All faculty and DEOs	
BRIDGE and implicit bias training for all faculty and staff – 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 AY 21–22	ODI; every faculty and staff search committee member	

Strategies	Expectations	Metrics	Responsibility	Progress
Inclusive excellence audits will be conducted after the application close date and again prior to the approval of a short list of candidates	Faculty and staff 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/staff in the relevant field: National Center for Education Statistics; NSF Survey of earned doctorates	Faculty and staff applicant pools and short list of candidates will (at a minimum) reflect the demographic make-up of professional fields	DO and all faculty search committee members	
Integrate best practices from Aspire Alliance and IChange Network to diversify CAS	All units will have access to IChange data and resources to support the recruitment, successful transition, mentoring, and retention of diverse faculty and staff	50% increase in URM faculty by 2025 (40 domestic diverse T/TT and PoP faculty 2020/10.9% total of 366)	All departments and programs	 >50%
Establish CAS Inclusive Excellence and Diversity Award	Recognize and reward faculty, staff, and students for advancing diversity and Inclusive Excellence	1-2 awards per year	DO and IDEA Committee; all faculty and students	



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
Conduct needs assessment of leadership and professional development goals for all students, staff, and faculty	Needs assessment will inform CAS strategies for facilitating and investing in professional development for undergraduate and graduate students; faculty and staff	Needs assessment conducted in fall 2021; professional development action plan established by spring 2022	DO, Staff Council, CASSAB and Student Ambassadors	 >50%
Assess graduate student mentoring programs in all CAS units	Facilitate best practices in support of graduate student mentoring, student life and wellness	Collect and analyze plans in AY 21-22; formulate guidance for units and CAS resource plan	DO, Graduate Chairs, Graduate Students	 50%
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	
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	 >50%
Documented mentoring plans in all units	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 made for AY 2020-21; expand the # of awards to 4 by AY 21-22 (2: faculty and 2: staff)	DO with support from all faculty and staff	

Strategies	Expectations	Metrics	Responsibility	Progress
<p>Provide a database list of professional development opportunities for staff Promote staff leadership and development funding opportunities through CAS Matters; CAS website</p> <hr/> <p>Sponsor and promote targeted leadership and professional development opportunities by shared staff positions</p>	<p>Increase staff awareness and participation in professional development and leadership training opportunities</p>	<p>Annual increases in staff participation in professional development and leadership training programs</p>	<p>Staff Council and DO</p>	<p>✓</p> <p>✓</p>
<p>Encourage shared office coverage or authorize office closures to support staff professional development</p> <hr/> <p>Promote and encourage staff to attend and join CAS Staff Council, University Staff Council, UNOPA/UAAD</p>	<p>CAS provides a culture where staff are encouraged to attend professional development opportunities</p>	<p>Sustain and grow events like CAS Connections</p> <hr/> <p>Increased participation in Staff Councils and professional organizations</p>	<p>DO, DEOs, and Staff Council</p> <hr/> <p>DO, DEOs, and CAS Staff Council</p>	<p>✓</p> <p>✓</p>

