

CAS Strategic Plan: 2025 and Beyond

DRAFT (3/9/21)

As the original, founding college of the University of Nebraska-Lincoln in 1869, the faculty, staff, students, and alumni of the College of Arts and Sciences (CAS) embrace the N150 vision and mission statements for the next 25 years:

N150 Vision

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

N150 Mission

The University of Nebraska-Lincoln attracts bold thinkers in the quest for knowledge and the search for truth greater than ourselves.

Vision of the College of Arts and Sciences

Through Imagination, Innovation, and Collaboration We Will Transform Lives and Improve Our World

Core aspirations of this vision include:

Seeking Truth, Advancing Knowledge, and Deepening our Understanding of Humanity

We are a world-leading College of Arts and Sciences where diverse disciplines in the humanities, mathematical and natural sciences, and social sciences are united by a fearless commitment to the discovery and dissemination of new ways of knowing, understanding, and improving our world. In the College of Arts and Sciences, we respond to the complexity and urgency of today's challenges. We advance knowledge, foster interdisciplinary research collaborations, value diverse perspectives and experiences, innovate educational programs, and promote the public good.

Instilling a Life-Long Desire to Learn, Inquire, and Pursue Truth

The College of Arts and Sciences prepares students to be life-long learners, independent thinkers, innovators, and leaders 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 environment because they are prepared to think critically and creatively, communicate clearly, live responsibly,

and work collaboratively with diverse groups of people to address complex real-world problems. In CAS, Academics + Experience = Opportunities.

Leading in Inclusive Excellence and Diversity

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 diversity, inclusion, and the relentless pursuit of scholarly excellence. In CAS, *every person and every interaction matters.*

Strategic Plan Executive Summary

Who We Are:

In the College of Arts and Sciences, our passion drives discovery and creative activity. Our research and teaching engage multiple disciplines, foster many different ways of perceiving our surroundings, and pursue multiple paths for exploring the world. We push ourselves and our students to think deeply and broadly—to integrate ideas from the humanities, social sciences, and natural sciences—in ways that lead to innovation and prepare us for the challenges that tomorrow will bring. We celebrate and value the diversity of people, cultures, and ideas in Nebraska and throughout our interdependent world.

The N2025 Strategic Plan provides the broad organizing framework for the following college-specific goals that we will act upon to achieve our vision over the next five years.

Aim: Promoting the Liberal Arts, Life-Long Learning, and Timely Degree Completion

Goals:

- We will promote, innovate, and ensure widespread access to the transformative value of a comprehensive and integrated liberal arts 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.

Aim: Research and Creative Activity with Impact

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.

Aim: Research to Solve Local and Global Challenges

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, climate change and resilience, national and global health disparities, global peace and human rights, and quantum materials and technologies.

Aim: Broadening Community Engagement with the Liberal Arts

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.

Aim: Leading in Inclusive Excellence and Diversity

Goals:

- We will enact and sustain a culture that respects and honors the dignity of all persons.
- 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.

Aim: Investing in Leadership and Professional Growth

Goals:

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

CAS 2025 and Beyond

As summarized in the tables below, the college will pursue these goals through tailored **strategies** that will produce transformative outcomes. The **expectations** listed below are the anticipated changes that the college will realize through the implementation of these initiatives. **Metrics** are the quantifiable measures that the college will utilize to assess annual progress through 2025. The unit primarily **responsible** for implementing each strategy is designated in bold, along with the college and campus partners who are critical to the success of each initiative. Acronyms are defined in Appendix 1.

The college’s strategic plan is organized by years 1, 2-3, and 4-5 as indicated in each section. This structure was chosen to communicate the fact that each one of our aims is a priority. Realizing our vision for the college requires that we lay the necessary foundations in the first few years of this plan, sustain our momentum within each aim, and build upon our successes over the next five years. We will hold ourselves **accountable** for making measurable progress toward achieving our vision and strategic goals at the end of each academic year. We will reassess and recalibrate our strategies and metrics on a regular basis to ensure that our strategic plan adapts to changes and responds to new opportunities over time.

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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, Life-long Learning, and Timely Degree Completion

CAS Goals:

- We will promote, innovate, and ensure widespread access to the transformative value of a comprehensive and integrated liberal arts 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
Implement CAS UP: Challenge for Achieving Success in Undergraduate Programs	<p>Every course-offering unit will have documented CAS UP plans focused on Recruiting, Retaining, Graduating, and/or Launching students for success</p> <p>Focus programming, outreach, and support for sophomores to address retention rates and equity gaps after 2nd year</p>	<p>Aligned with CAS goals for 2025-26, develop unit level strategies (by fall '21) to support:</p> <p>4-year graduation rate will increase from 48% to 58%; 6-year graduation rate will increase from 55.5% to 65%</p> <p>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</p> <p>First-year to second-year retention will increase from 85% to 88%</p> <p>CAS majors will increase by 10% (4,425 in fall 2020)</p>	DEOs and DO; all CAS faculty and staff; Recruitment and Marketing and Communication
<p>Launch CAS Connects in support of new student success</p> <p>Create student-led freshman “survival guide”</p>	<p>Every new student in the college will have access to upper-level students to help build connections</p> <p>New student resource, curated by students, and focused on the freshman experience</p>	<p>Launched in AY 20-21.</p> <p>Establish target ratio of # new students per upper-level mentor in AY 21-22</p> <p>Print and digital resource guide produced and distributed to all new students in AY21-22</p>	Recruitment and CAS students; Academic and Career Advising Team CASSAB; Student Ambassadors; Recruitment and Marketing and Communication

In partnership with EVC and NU Online investments, develop online degree completion pathway through CAS Individualized Program of Study (IPS)	New online course development and delivery in all areas of CAS; implemented by 22-23 Expanded academic advising to support IPS learners in CAS	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
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 (e.g., Social Impact certificate; Ecotourism) 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 AY21-22; a total of 4-5 new cross-college certificates by 2025	DO with DEOs and Academic and Career Advising Team; Marketing and Communication
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	Pilot Program Fall 2020 (up to \$13,500 in support) Assess impact of grants on student persistence for AY 20-21 and degree completion rates	DO and Academic and Career Advising Team; Recruitment and Academic Advising Team
Formalize UEd working group as standing college committee	CAS Committee for Student Success 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	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)	DO and all faculty; Academic and Career Advising Team
Assess feasibility of Global Awareness certificate program in CAS/UNL	Build global awareness and cross-cultural competencies through combination of courses, on-campus conferences/symposia, and research/study/international internships	Study Global Awareness Programs at R1s; host cross-college conversations about GAPs	DO; Office of Global Strategies

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
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
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
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 Committees
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

Expand outreach to private foundations in support of all research areas in the college	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 and NU Foundation; DEOs and all faculty
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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
Implement new faculty hiring processes to recruit excellence and deploy resources strategically and efficiently to advance CAS research goals Promote multi-disciplinary cluster hires within and beyond CAS to support research goals and inclusive excellence	Increase interdisciplinary research capacity that builds on strengths, responds to new challenges and opportunities, and increases faculty diversity	Increase in interdisciplinary research teams and external grant proposals	CAS Faculty Hiring Advisory Committee and DO; All faculty search committees and all faculty

<p>All units will submit 3-5-year 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,” College strategic goals, and unit-level research and teaching needs</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 UNL and CAS goals</p> <p>Annual research contributions to CAS strategic goals and UNL Grand Challenges</p>	<p>CAS Faculty Hiring Advisory Committee and DO; all units and programs</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>

2025 Aim: Broaden Nebraska’s engagement in the community, industry, and global partnerships

CAS Aim: Broadening Community Engagement with the Liberal Arts

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
<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>DO and DEOs</p>

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
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) Increase total annual participation in community service over the next 5 years Establish college award to recognize unit with highest percentage of faculty/staff participation	DO, Staff Council, and Marketing and Communication; all faculty and staff
Sponsor CAS faculty and staff participation in NAFSA Global Learning Lab	Build CAS capacity to innovate in international education: curriculum, partnerships, internships	Annual attendance at NAFSA Global Learning Lab by 21-22	DO and partnering units; Ed Abroad
Live-stream and post recordings of CAS Inquire lectures (a public lecture series planned by students) Expand access to and highlight co-curricular programs’ contributions to public education	Expand public engagement with CAS through CAS Inquire lectures and students Make explicit the link between co-curricular events and the public value of liberal arts	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 Participation from all 93 NE counties with a CAS event by 2025	DO/Marketing and Communication
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

YEAR 1: 2021-22

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 persons.
- 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
Conduct annual, longitudinal diversity climate surveys throughout CAS to assess issues of race, gender, sexuality, and gender identity	Climate surveys – created by survey methodologists and with unit leadership input -- will inform diversity action plans to support cultures of inclusive excellence Inclusive excellence and diversity action plans developed in coordination with ODI and CAS IDEA Committee	100% unit participation in climate survey by 21-22; establish benchmarks for annual progress reports; diversity action plans in all units by 22-23 focused on URM student/faculty/staff recruitment, retention, and success	DO and IDEA Committee; all units in CAS; ODI
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	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
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

<p>Increase outreach and recruitment efforts to enroll URM, Pell-eligible, and first-generation undergraduate and graduate students</p> <p>Promote opportunities for diverse graduate student requirement through ACM and BTAA</p> <p>Utilize and promote interdisciplinary programs to increase URM student recruitment</p>	<p>CAS will be a welcoming academic home to a highly diverse undergraduate and graduate student population</p> <p>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</p>	<p>Increase racial/ethnic diversity of freshman enrollment from 19% to 25% (212 in 2020 to 275)</p> <p>10% increase in Pell-eligible students</p>	<p>Recruitment, DO, all departments and programs; ASEM; Student Affairs</p>
<p>DEO training and guidance for developing diverse faculty and staff hiring strategies</p>	<p>Successful hiring requests will have a clear and compelling plan for ensuring a diverse pool of applicants</p>	<p>AY 21-22: faculty and staff hiring request forms require diverse hiring strategy</p>	<p>All faculty and DEOs</p>
<p>BRIDGE and implicit bias training for all faculty and staff – in addition to ICE training</p>	<p>BRIDGE and implicit bias training is required with the formation of search committees; training is completed together as a committee</p>	<p>100% participation by AY 21-22</p>	<p>ODI; every faculty and staff search committee member</p>
<p>Inclusive excellence audits will be conducted after the application close date and again prior to the approval of a short list of candidates</p> <p>Integrate best practices from Aspire Alliance and IChange Network to diversify CAS</p>	<p>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</p> <p>All units will have access to IChange data and resources to support the recruitment, successful transition, mentoring, and retention of diverse faculty and staff</p>	<p>Faculty and staff applicant pools and short list of candidates will (at a minimum) reflect the demographic make-up of professional fields</p> <p>50% increase in URM faculty by 2025 (17 domestic diverse T/TT and PoP faculty 2020/4.45% total of 382)</p>	<p>DO and all faculty search committee members</p> <p>All departments and programs</p>
<p>Establish CAS Inclusive Excellence and Diversity Award</p>	<p>Recognize and reward faculty, staff, and students for advancing diversity and Inclusive Excellence</p>	<p>1-2 awards per year</p>	<p>DO and IDEA Committee; all faculty and students</p>

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.
- Student, staff, and faculty satisfaction will make CAS a place where people want to learn, work, and grow.

Strategies	Expectations	Metrics	Responsibility
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
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 AY21-22; formulate guidance for units and CAS resource plan	DO, Graduate Chairs, Graduate Students
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
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

<p>Documented mentoring plans in all units</p> <p>Establish annual Mentoring Award for faculty and staff</p>	<p>A robust culture of mentoring is sustained throughout the college for staff and faculty of all ranks</p> <p>Honor and reward exemplary mentoring by faculty and staff</p>	<p>Mentoring plans in 100% of CAS units by AY 20-21</p> <p>2 Awards made for AY 2020-21; expand the # of awards to 4 by AY 21-22 (2: faculty and 2: staff)</p>	<p>All faculty and staff; DO</p> <p>DO with support from all faculty and staff</p>
<p>Provide a database list of professional development opportunities for staff</p> <p>Promote staff leadership and development funding opportunities through CAS Matters; CAS website</p> <p>Build positive incentives for leadership and professional development training completion tied to evaluation and merit process</p> <p>Sponsor or 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>Encourage shared office coverage or authorize office closures to support staff professional development</p> <p>Promote and encourage staff to attend and join CAS Staff Council, University Staff Council, UNOPA/UAAD</p>	<p>Create a culture where staff are encouraged to attend professional development opportunities</p>	<p>Sustain and grow events like CAS Connections</p> <p>Increased participation in Staff Councils and professional organizations</p>	<p>DO, DEOs, and Staff Council</p> <p>DO, DEOs, and CAS Staff Council</p>

YEARS 2-3: 2022-2024

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, Life-long Learning, and Degree Completion

CAS Goals:

- We will promote, innovate, and ensure widespread access to the transformative value of a comprehensive and integrated liberal arts 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
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
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	CASSAB and DO; Academic and Career Advising Team; Marketing and Communication
Expand professional skills development courses and course modules for undergraduate students	A series of career development courses embedded in majors and/or existing courses across all areas	5-6 new professional skills development classes in CAS (e.g., communication, networking, project management, entrepreneurship, ethics, analytics)	Academic and Career Advising Team with DEOs, faculty and staff; Marketing and Communication
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 will complete at least 1 training by the end of AY 22-23; part of annual merit evaluation process starting AY22-23	DO, IDEA Committee, and Teaching Academy; 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	DO, EVC, and IEA; Academic and Career Advising Team and DEOs

Develop and offer study-skills classes and peer-tutoring programs tied to 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
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 (262 in 2020 to 301)	DO and NU Foundation; Recruitment and Academic Advising Team; ASEM

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
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

<p>Expand training and participation in grant and fellowship proposal writing for faculty, staff, and graduate students</p> <p>Assess prevalence of grant writing training in existing graduate curriculum</p>	<p>Expand infrastructure, training, and communication about grant training opportunities</p> <p>Increase in the number of faculty, staff, and graduate students submitting grant and fellowship proposals</p> <p>Annual increases in research revenues and expenditures</p> <p>Increasing visibility and prestige for faculty, staff, and students through highly competitive fellowships and grants</p>	<p>3-5% annual increases in the number of grant proposals and fellowship applications</p> <p>30% increase in total grant dollars requested over 3 years</p> <p>15% increase in annual research expenditures</p> <p>Total number of graduate students funded by external grants will increase by at least 5% annually on a three-year rolling basis</p>	<p>DO and ORED; DEOs all faculty, research support staff, and graduate students</p>
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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 (e.g., 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
<p>Dedicate funding to sponsor new research and creative activity addressing racism and inequity, including gender, sexual orientation, and gender identity</p>	<p>The college's commitment to advancing racial justice will be reflected in our annual research investments and our programmatic</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>

YEARS 2-3: 2022-2024

Sponsor and promote teaching, co-curricular events, and research addressing racism and inequity	support for faculty, staff, and students working in this area		
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	DO and Research Advisory Committee; 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	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	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

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

CAS Aim: Broadening Community Engagement with the Liberal Arts
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
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 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 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		
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
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
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	

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 persons.
- 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
<p>Expand summer graduate school application programs in support of diversifying higher education (see Psychology for model)</p> <p>Provide students with welcome and connection events where they can meet with other URM and First Gen students, staff, faculty, and alumni</p> <p>Provide opportunities for URM faculty to present their research and creative activities and encourage students to attend and connect with faculty</p>	<p>CAS will play a leadership role in diversifying the academy</p> <p>Build and support inclusive communities for students, staff, and faculty; Increase diversity of CAS Student Advisory Board, Student Ambassadors, and Alumni Advisory Council</p> <p>Build and support inclusive communities for URM faculty</p>	<p>1-2 summer diversity programs per area by summer 2023</p> <p>2-3 community connection events per semester; equitable student representation in CASSAB and Ambassadors</p> <p>3-4 community connection events per semester</p>	<p>DO and partnering units</p> <p>DO and all units; IDEA Committee; Recruitment and Academic Advising Team; Advisory Council; Marketing and Communication</p> <p>All departments and programs; IDEA Committee; Marketing and Communication</p>
<p>Invest in leadership development opportunities for URM faculty and staff</p>	<p>CAS leadership will reflect the diversity of students, staff, and faculty</p> <p>Ensure URM faculty and staff participation in leadership development programs</p>	<p>Increase in URM faculty and staff in leadership positions throughout the college</p>	<p>DO and all departments and programs; ODI</p>
<p>Expand and promote Multicultural Homecoming and Alumni Award</p> <p>Increase Diversity on CAS Alumni Advisory Council</p>	<p>Raise the visibility of diverse alumni achievements; pair alumni with student mentoring and internship opportunities</p> <p>Expand leadership opportunities and new partnerships for diverse alumni</p>	<p>Annual increases in the number of alumni and students participating in Multicultural Homecoming</p> <p>Increased diverse alumni representation on advisory council by 22-23</p>	<p>DO, Multicultural Homecoming Committee, and Academic and Career Advising Team; DEOs</p> <p>DO and NU Foundation; DEOs</p>
<p>Build partnerships with local higher ed. institutions to support dual career opportunities</p>	<p>Regular coordination with partner institutions to understand shared needs (Wesleyan, Doane)</p>	<p>Growth in opportunities for dual careers; point person to coordinate dual careers</p>	<p>DO and DEOs; EVC</p>

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

CAS Aim: Investing in Leadership and Professional Growth

YEARS 2-3: 2022-2024

CAS Goals:

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

Strategies	Expectations	Metrics	Responsibility
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
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

YEARS 4-5: 2024-2026

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, Life-long Learning, and Degree Completion

CAS Goals:

- We will promote, innovate, and ensure widespread access to the transformative value of a comprehensive and integrated liberal arts 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
<p>Establish CAS Experiential Learning and Career Development Center for undergraduate and graduate students</p>	<p>Increased coordination and expanded opportunities for experiential learning, student research, and paid internships that are integrated with major fields of study and course learning outcomes; career-readiness coaching; non-academic career guidance and training for graduate students</p> <p>Peer communities established around shared career pathways and/or communities of interest (pre-med; pre-law; Latinx; First Gen)</p> <p>Internship and study abroad scholarships to ensure broad access for students</p> <p>Increase planning and faculty support, student outreach, and training for CAS faculty-led study-abroad programs; pursue</p>	<p>By 2025, all CAS majors will have completed an internship or related experiential learning opportunity (research, study abroad, leadership, service)</p> <p>By 2025, reduce % of grads still seeking employment post-bacc: 2018-19: 24% (267) seeking employment; 29% employed (323); 39.8% continuing education.</p> <p>Establish college-wide data system for graduate student placement rates</p> <p>UCARE participation will increase by 20% 4-5 Peer career-communities created by AY 22-23</p> <p>CAS student participation in study-abroad programs and globally oriented local experiences will increase by 20% to 292 students (3 year average = 244)</p> <p>Increases in annual enrollments in existing study abroad courses; 3-</p>	<p>DO; NU Foundation; Advisory Council and CAS Comprehensive Campaign Committee</p> <p>DO and Grad Chairs</p> <p>CAS Students and Academic and Career Advising Team</p> <p>DO and DEOs; Academic and Career Advising Team; NU Foundation; Ed Abroad</p> <p>DO and DEOs; Ed Abroad; NU Foundation; Advisory Council</p>

YEARS 4-5: 2024-2026

	<p>collaborations with other colleges and universities</p> <p>Expanded alumni network and improved tracking to support student mentoring and career success</p>	<p>4 new CAS faculty-led study abroad programs with wide appeal to students across UNL</p> <p>Annual increases in alumni-student mentoring programs and events</p>	<p>DO and DEOs; NU Foundation; Advisory Council</p>
<p>Create seed funding pool to incent the creation of new online certificate and master's degree programs within appropriate disciplines</p>	<p>Expanded state- and region-wide marketing of online programs and accelerated master's degree programs; targeted outreach to diverse student populations (tribal colleges, community colleges)</p>	<p>At least 3 new fully online degree or certificate options in CAS by 2025; 2-3 new accelerated master's programs</p>	<p>DEOs, DO, and Marketing and Communication, with ASEM NU online</p>
<p>Establish new pathways and partnerships to facilitate growth in domestic and international transfer students to CAS</p>	<p>Remove barriers (e.g., test and application fees) to support annual increases in domestic and international transfer students</p>	<p>25% total increase in transfer students by 2025 (162 in 2020 to 202)</p>	<p>DO and NU Foundation; Recruitment and Academic Advising Team; ASEM</p>
<p>Expand outreach to CAS alumni and friends in support of new undergraduate scholarships and research/experiential learning opportunities; increase support for honors students</p>	<p>Comprehensive campaign will focus on undergraduate scholarships and honors program support</p>	<p>\$20m in scholarships and \$5m for honors program support over nine years</p>	<p>DO and NU Foundation; CAS Campaign Committee; Marketing and Communication</p>
<p>Sustain and improve advanced pedagogical training and faculty mentoring in support of inclusive classrooms/labs; targeted student learning assistance; promotion of UGS research experience</p>	<p>CAS will maintain a relentless focus on improving student learning experiences and facilitating student success</p>	<p>By 2025: 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 15% (4,425 in fall 2020)</p>	<p>DO, IDEA Committee, Teaching Academy; DEOs and all instructional faculty</p>

YEARS 4-5: 2024-2026

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
Expand outreach to CAS alumni in support of graduate student fellowships across all areas of the college	Comprehensive Campaign will include a focus on establishing endowed graduate student fellowships	Comprehensive campaign goal of \$10m for graduate student support	DO and NU Foundation; CAS Campaign Committee
Coordinate college and unit nomination process to follow best practices and 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 3-4 per year each year for the next five years (current average = ~10 awards/year)	DO, DEOs and relevant unit and CAS committees; Staff Council; ORED

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

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

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- 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
Expand outreach to CAS alumni and friends to support new endowed faculty chairs	Comprehensive Campaign will include a focus on establishing new endowed faculty chairs across the sciences, social sciences, and humanities	\$20m dedicated to new endowed faculty chairs over nine years	DO and NU Foundation; CAS Campaign Committee

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

CAS Aim: Broadening Community Engagement with the Liberal Arts
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
Increase online professional certificate offerings for non-degree-seeking students to close skills gap in Nebraska and beyond	CAS will contribute to a highly-skilled, high-wage NE workforce	3-4 new professional certificate offerings by 2025 – one each from the sciences, social sciences, and humanities	DO and all units; Academic and Career Advising Team; NU Online
Create global institutional partnerships to increase first year international students across all areas in CAS Expand global partnerships to increase research and teaching-abroad opportunities	Expanded institutional partnerships with top countries of student origin (China, India, Malaysia, Vietnam, Mexico); enhance the global reach and international diversity of the college Expanded opportunities for trans-national research and teaching collaborations for faculty, staff, and students	Average 10 new international students per year by 2025 (29 in 2020 to 79) 10-15% increase in new MOUs with international institutions	DO and Global Strategies; Recruitment and Advising Team DO, DEOs, and Global Strategies

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 persons.
- 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
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 TA and other instructional support to units that can enhance the number and variety of courses that fulfill CAS diversity requirement	DO and IDEA Committee; all relevant CAS units
Assess the outcomes of diversity audit implementation results from AY 21-22	Ensure that all policies fully support college's commitment to anti-racism and inclusive excellence	Final policy and procedure assessments by AY 2025-2026	DO and IDEA Committee; all CAS units

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.
- Student, staff, and faculty satisfaction will make CAS a place where people want to learn, work, and grow.

Strategies	Expectations	Metrics	Responsibility
Assess feasibility of standard platform for faculty merit evaluations	Increase clarity, consistency, and fairness in annual faculty evaluation process	Consider common framework for possible unit adoption by 2025	DO, DEOs, all faculty

Years 1-5: 2021-2026

CAS Commitment to Shared Governance and Responsible Stewardship of Resources

In support of all the above goals and strategies, CAS is committed to being responsible stewards of public and private resources. The perspectives and needs of our students, staff, faculty, and alumni underpin CAS's goals, and so shared governance is an essential part of our vision. We will build new opportunities and structures for students, staff, and faculty to contribute to shared governance and sustain a culture of inclusion, transparency, and accountability.

Strategies	Expectations	Metrics	Responsibility
Establish College Budget Advisory Committee	Shared governance body of faculty and staff charged with advising the DO on the implementation of IBB; resetting equitable and transparent operating budgets; assessing GTA funding; establishing appropriate salary benchmarks for all faculty and staff; 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 and research goals of CAS and UNL	DEOs and staff will be actively engaged in the strategic allocation of private foundation funds to support unit and CAS goals in student recruitment, research, and engagement	College will see 5% annual declines in (contra-revenue) remissions and state-aided allocations for operations and research support – via Foundation funds and external grant support	DO, DEOs, and ASEM
Establish Faculty Hiring Advisory Committee	Advisory committee of rotating DEOs charged with assessing and rating faculty hiring proposals	Assess Spring 2022 hiring requests (contingent on hiring freeze) and beyond	DO and appointed DEOs
Establish CAS Graduate Advisory Council	Provide institutional avenue for graduate student voice and participation in CAS governance	Council established and elected with broad field representation by end of AY 22-23	DO, Graduate Program Directors, and all graduate students
Provide leadership development workshop series for all DEOs	DEOs will have monthly opportunities to improve leadership skills in budgeting and finance, course scheduling, faculty/staff development and evaluation, academic freedom, etc.	Monthly workshops initiated in AY19-20	DO and DEOs; relevant CAS committees (IDEA/AFFS/UEdWG)
Promote future college leadership via Faculty Leadership in Academia		Increase of URM faculty and staff in	DO and DEOs

<p>(FLAIR), Faculty Affairs Fellows, and related programs</p> <p>Promote and expand DEO participation in external professional development opportunities (BIG 10, CCAS, ACE, etc.)</p>	<p>Encourage, develop, and diversify future leadership in CAS</p> <p>Provide DEOs the opportunity to suggest workshop topics they find relevant and informational</p>	<p>campus leadership programs</p>	
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Appendix: 1

AFFS Academic Freedom and Freedom of Speech Committee

ASEM Academic Services and Enrollment Management

IBB Incentive Based Budget

CASSAB College of Arts and Sciences Student Advisory Board

CCAS Council of Colleges of Arts and Sciences

CTT Center for Transformative Teaching

DEO Department Executive Officers (Chairs and Directors)

DFW Rate Percentage of grades of D, F or W

DO Dean's Office

EVC Executive Vice Chancellor

FYRE First Year Research Experience

IEA Institutional Effectiveness and Analytics

IDEA Inclusion, Diversity, Equity and Access (College committee)

NAFSA Association of International Educators

NCFDD National Center for Faculty Development and Diversity

ODI Office of Diversity and Inclusion

ORED Office of Research and Economic Development

UCARE Undergraduate Creative Activities and Research Experience program

UEd Undergraduate Education

UEdWG Undergraduate Education Working Group

URM Underrepresented Minority

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