

## **CAS Strategic Plan: 2025 and Beyond**

**DRAFT (11/3/20)**

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 for the next 25 years: “**The University of Nebraska-Lincoln is unparalleled among public research universities in access, opportunity, innovation, and life-long experiential learning.**” Four core aspirations guide the N150 vision:

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

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

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

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

### **Academics + Experience = Opportunities**

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

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

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## CAS 2025

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

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

### CAS Goals: Promoting the Liberal Arts, Life-long Learning, and Degree Completion

- 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.

### Year 1: 2021

Strategies	Expectations	Metrics	Responsibility
Implement CAS UP: Challenge for Achieving Success in Undergraduate Programs	Every unit will have documented CAS UP plans focused on Recruiting, Retaining, Graduating, and/or Launching students for success	Unit level metrics aligned with CAS goals: 4-year graduation rate will increase from 50.4% to 58%; 6-year graduation rate will increase from 64.5% to 69%  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 83.7% to 88%	<b>DEOs and DO</b> ; all CAS faculty and staff

		CAS majors will increase by 10%	
Launch CAS Connects in support of new student success	Every new student in the college will have access to upper-level students to help build connections	Launched in AY 20-21. Establish target ratio of # new students per upper-level mentor in AY 21-22	<b>Recruitment and CAS students; Academic and Career Advising Team</b>
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	All teaching faculty and advisors will complete at least 1 training by the end of AY 21-22	<b>DO, IDEA Committee, and Teaching Academy; CTT; DEOs and all instructional faculty</b>
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		<b>DO, EVC, and IEA; Academic and Career Advising Team and DEOs</b>
Develop and offer study-skills classes and peer-tutoring programs tied to courses with high DFW rates	College will offer targeted student supports for courses with high DFW rates; focus on students-at-risk of attrition	Annual reductions in DFW rates, URM disparities in DFW rates, and improvements in degree completion % for URM, Pell, First Gen students	<b>Ued Working Group/future task force</b>
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 21-22 – including separate sessions focused on graduate student and non-tenure track instructors	<b>AFFS Committee and DO</b>

Expand programs and internships to facilitate Graduate Student non-academic career success	Workshops, symposia, short courses, and internships focused on non-academic careers	By AY 21-22, at least one event or program per year dedicated to non-academic careers across all areas of CAS: sciences, social sciences, and humanities	<b>DO, DEOs, and Graduate Chairs;</b> Graduate Studies
Develop new cross-college academic programs (e.g., Social Impact certificate; Ecotourism) for current students and non-degree seekers	Expanded interdisciplinary 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	<b>DO with DEOs</b> 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, 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	<b>DO and Academic and Career Advising Team;</b> Recruitment and Academic Advising Team
Formalize UEd working group as standing college committee	CAS Committee for Student Success will elevate and 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	<b>DO</b> and all faculty; Academic and Career Advising Team

### Years 2-3: 2022-2023

<b>Strategies</b>	<b>Expectations</b>	<b>Metrics</b>	<b>Responsibility</b>
Expand and promote undergraduate research opportunities in CAS	Coordinate with UCARE and FYRE to increase student access to research experiences in all areas of CAS	Annual increases in the # of students participating in research and publishing scholarship ( <b>NEED UCARE BENCHMARK DATA</b> )	<b>DO and UCARE;</b> DEOs and research faculty; 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	Annual increases in students presenting research	<b>CASSAB and DO;</b> Academic and Career Advising Team; Marketing and Communication

Expand Professional Skills Development courses 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)	<b>Academic and Career Advising Team</b> with DEOs, faculty and staff; Marketing & Communication
Create online degree completion pathway through CAS Individualized Program of Study (IPS)	New online course development and delivery in all areas of CAS  Expanded academic advising to support IPS learners in CAS	Five-year average annual growth of 5% in new student enrollments, online SCH, and total degrees in CAS	<b>DO with DEOs</b> and Academic and Career Advising Team; EVC and NU Online
Establish new Online Certificate and Master's Degree programs	Expanded state- and region-wide marketing of online programs and accelerated Master's degree programs	At least 3 new fully online degree or certificate options in CAS by 2025; 2-3 new accelerated Master's programs	<b>DEOs, DO, and Marketing &amp; Communication,</b> with ASEM NU online
Establish college scholarships and graduate fellowships to attract nonresident students pursuing CAS degrees in key workforce areas	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)	<b>DO and NU Foundation;</b> Recruitment and Academic Advising Team; ASEM

### Years 4-5: 2024-2025

<b>Strategies</b>	<b>Expectations</b>	<b>Metrics</b>	<b>Responsibility</b>
Establish CAS Experiential Learning and Internship Center	Increased coordination and expanded opportunities for experiential learning, student research, and internships that are integrated with majors and course learning outcomes; career-readiness coaching	By 2025, all CAS majors will have completed an internship or related experiential learning opportunity (research, study abroad, leadership, service)  UCARE participation will increase by 20%	<b>DO;</b> NU Foundation; Advisory Council and CAS Comprehensive Campaign Committee

	<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 support, student outreach, and training for CAS faculty-led study-abroad programs; pursue collaborations with other colleges and universities</p> <p>Expanded alumni network and improved tracking to support student mentoring and career success</p>	<p>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>3-4 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><b>CAS Students and Academic and Career Advising Team;</b></p> <p><b>DO and DEOs;</b> Academic and Career Advising Team; NU Foundation</p> <p><b>DO and DEOs; Ed Abroad;</b> NU Foundation; Advisory Council</p> <p><b>DO and DEOs;</b> NU Foundation; Advisory Council</p>
Establish new pathways and partnerships to facilitate growth in domestic and international transfer students to CAS	Annual increases in domestic and international transfer students	25% total increase in transfer students by 2025 (162 in 2020 to 202)	<b>DO and NU Foundation;</b> Recruitment and Academic Advising Team; ASEM
Expand outreach to CAS alumni and friends in support of new undergraduate scholarships and research/experiential learning opportunities; increase support for Honors students	Comprehensive campaign will focus on undergraduate scholarships and Honors program support	\$20m in scholarships and \$5m for Honors program support over nine years	<b>DO and NU Foundation; CAS Campaign Committee;</b> Marketing and Communication
Sustain and improve advanced pedagogical training and faculty mentoring in support of inclusive classrooms/labs; targeted student learning assistance; promotion of UGS research experience	CAS will maintain a relentless focus on improving student learning experiences and facilitating student success	By 2025: The equity gap in the 6-year graduation rate will decline from 12% to 6% for URM; from 10% to 5% for Pell; and from 8% to 4% for First Gen students	<b>DO, IDEA Committee, Teaching Academy;</b> DEOs and all instructional faculty

		<p>4-year CAS graduation rate will increase from 50.4% to 58%; 6-year graduation rate will increase from 64.5% to 69%</p> <p>First-year to second-year retention will increase from 83.7% to 88%</p> <p>CAS majors will increase by 10%</p>	
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**N2025 Aim:** Establish a culture at Nebraska committed to increasing the impact of research and creative activity

**CAS Goals: Impactful Research and Creative Activity**

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

**YEAR 1: 2021**

<b>Strategies</b>	<b>Expectations</b>	<b>Metrics</b>	<b>Responsibility</b>
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	<b>All tenure-line faculty and DEOs; DO</b>
Review and update all workload policies and annual apportionment practices	Transparent workload policies in every department that supports equitable apportionments; facilitate research and grant activity by Professors of Practice	100% updated workload polices approved by department faculty by AY 2021-22	<b>DEOs and all faculty; DO</b>

CAS Budget Advisory Committee to develop new F&A policy	Departments, centers, and programs will have more resources to support research and creative activity based on unit-level F&A and through college-level competitive awards	Increase in faculty professional development, research, equipment, and travel support; additional support for graduate students and post-doctoral fellows	<b>DO and CAS Budget Advisory Committee;</b> Executive Committees
CAS Budget Advisory Committee to develop Graduate Student Remissions Policy	Increased quality and stipends for graduate students	Annual increases in grad student publications, awards, fellowships, and grants	<b>DO and CAS Budget Advisory Committee;</b> <b>DEOs and Graduate Chairs</b>
Expand outreach to Private Foundations in support of Humanities and Social Science Research	Increased partnerships and research revenues from Private Foundations	Increase in Private Foundation research revenues by 10% annually on a three-year rolling basis	<b>DO and NU Foundation;</b> DEOs and all faculty

### Years 2-3: 2022-2023

<b>Strategies</b>	<b>Expectations</b>	<b>Metrics</b>	<b>Responsibility</b>
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	<b>DO and DEOs;</b> business staff co-ops
Expand training and participation in grant and fellowship proposal writing for faculty, staff, and graduate students	Increase in the number of faculty, staff, and graduate students submitting grant and fellowship proposals  Annual increases in research revenues and expenditures  Increasing visibility and prestige for faculty, staff, and students through highly competitive fellowships and grants	3-5% annual increases in the number of faculty, staff, and students submitting grants and fellowship applications  30% increase in total grant dollars requested over 3 years  15% increase in annual research expenditures  Total number of graduate students funded by external grants will increase by 5% annually on a three-year rolling basis	<b>DO and ORED;</b> DEOs all faculty, research support staff, and graduate students



**Years 4-5: 2024-2025**

<b>Strategies</b>	<b>Expectations</b>	<b>Metrics</b>	<b>Responsibility</b>
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 \$12m for graduate student support	<b>DO and NU Foundation; CAS Campaign Committee</b>
Coordinate college and department 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)	<b>DO, DEOs and relevant unit and CAS committees; Staff Council; ORED</b>

**N2025 Aim:** Focus research, scholarship, creative activity, and student experiences to foster innovative, interdisciplinary endeavors and solve challenges critical to Nebraska and the world

**CAS Goals: Research to Solve Local and Global Challenges**

We will leverage existing areas of research 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, speech)
- teacher education and improving PK-16 education and graduate training
- national security, global peace, and human rights

**Year 1: 2021**

<b>Strategies</b>	<b>Expectations</b>	<b>Metrics</b>	<b>Responsibility</b>
<p>Implement new faculty hiring processes to recruit excellence and deploy resources strategically and efficiently to advance CAS research goals</p> <p>Promote Cross-College Cluster Hires in support of CAS/UNL 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><b>CAS Faculty Hiring Advisory Committee and DO;</b> All faculty search committees and all faculty</p>
<p>All departments 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” and CAS 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 CAS goals</p> <p>Annual research and teaching contributions to UNL Grand Challenges</p>	<p><b>CAS Faculty Hiring Advisory Committee and DO;</b> all departments &amp; programs</p> <p><b>DO and CAS Faculty Hiring Advisory Committee; DEOs</b></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 # and distribution of approvals/disapprovals to ensure equity across CAS</p>	<p><b>DO</b> in collaboration with all departments &amp; programs</p>

**Years 2-3: 2022-2023**

<b>Strategies</b>	<b>Expectations</b>	<b>Metrics</b>	<b>Responsibility</b>
<p>Dedicate funding to sponsor new research and creative activity addressing racism and inequity, including gender, sexual</p>	<p>The college’s commitment to advancing racial justice will be reflected in our</p>	<p>\$10,000 maximum funding per awardee with two rounds of awards each academic year by 23-24</p>	<p><b>DO and Research Advisory Committee</b></p>

orientation, and gender identity	annual research investments		
CAS seed funding will support new multi-disciplinary 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 interdisciplinary research teams	<b>DO and Research Advisory Committee;</b> all faculty
Expand awareness and participation in tech-transfer programs by faculty and graduate students	2-3 Tech-transfer events/seminars per semester	Annual increases in new disclosures, patents, and copyrights	<b>DO, DEOs, and NUtech Ventures;</b> all faculty
Develop and implement new fiscal policies to incentivize interdisciplinary research and teaching	The commitment to interdisciplinary research and new program development will be reflected in the college's annual budget allocations	Departments contributing to interdisciplinary programs will receive 2-3% multiplier in SCH or state funding support	<b>CAS Budget Advisory Committee and DO</b>

### Years 4-5: 2024-2025

<b>Strategies</b>	<b>Expectations</b>	<b>Metrics</b>	<b>Responsibility</b>
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	10 new endowed faculty chairs over nine years	<b>DO and NU Foundation;</b> CAS Campaign Committee

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

### **CAS Goals: Broadening Community Engagement with the Liberal Arts**

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

**Year 1: 2021**

<b>Strategies</b>	<b>Expectations</b>	<b>Metrics</b>	<b>Responsibility</b>
Survey current departments, faculty and staff about current engagement efforts	Gain a better understanding of the range and distribution of engagement efforts in CAS	Complete survey AY 20-21	<b>DO and DEOs</b>
Review workload policies and annual apportionment and merit review practices for 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	<b>DEOs and all faculty; DO</b>
Develop and implement CAS Day of Service to coincide with start of new academic year	Build community in CAS through service to others	Pilot Fall 2020 – with “virtual” day of service in support of Lincoln Food Bank & Husker Pantry  Increase participation and community service options for CAS faculty, staff, and students over the next 5 years	<b>DO, Staff Council, and Marketing and Communication;</b> all faculty and staff
Live-stream and post recordings of CAS Inquire presentations  Expand access to and highlight co-curricular programs’ contributions to public education	Expand public engagement with CAS through CAS Inquire  Make explicit the link between co-curricular events and the public value of liberal arts	Annual increases in down-loads of CAS Inquire presentations  Participation from all 93 NE counties with a CAS event by 2025	<b>DO/Marketing and Communication</b>
Partner with PPC, CCFL, and other units to expand public engagement programs and events dedicated to local/national issues	2-3 events per semester with remote viewing options for all Nebraskans	Annual increases in public participation in CAS public education events	<b>DO and partnering college units</b>

**Years 2-3: 2022-2023**

<b>Strategies</b>	<b>Expectations</b>	<b>Metrics</b>	<b>Responsibility</b>
Explore “CAS Extension” – widening community access to and	CAS will take multi-pronged, proactive steps to promote the liberal arts	Annual increases in community engagement efforts and	<b>DO and all units; Recruitment; Marketing and</b>

engagement with the Arts and Sciences – CAS partnership with Nebraska Extension	and to facilitate life-long engagement with Humanities, Social Sciences, Sciences, and Interdisciplinary programs	sustained programmatic partnerships	<b>Communication;</b> Student Ambassadors
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	<b>DO and EVC</b>
External Relations Coordinator to facilitate local and state partnerships  Assess feasibility of CAS Global Engagement Coordinator	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 new community partnerships per year	<b>DO</b>

#### Years 4-5: 2024-2025

<b>Strategies</b>	<b>Expectations</b>	<b>Metrics</b>	<b>Responsibility</b>
Increase professional certificate offerings for non-degree-seeking students to close skills gap in Nebraska	CAS will contribute to a highly-skilled, high-wage NE workforce	3-4 new professional certificate offerings by 2025 – one each from the sciences, social sciences, and humanities	<b>DO and all departments;</b> 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 teaching-abroad opportunities	Expanded institutional partnerships with top countries of student origin (China, India, Malaysia, Vietnam, Mexico)	Average 10 new international students per year by 2025 (29 in 2020 to 79)	<b>DO and Global Strategies;</b> Recruitment and Advising Team

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

**CAS Goals: Leading in Inclusive Excellence and Diversity**

- 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 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.

**Year 1: 2021**

<b>Strategies</b>	<b>Expectations</b>	<b>Metrics</b>	<b>Responsibility</b>
Conduct annual diversity climate surveys throughout CAS to assess issues of race, gender, sexuality, and gender identity	Climate surveys will inform unit-level diversity action plans to support cultures of inclusive excellence	100% 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	<b>DO and IDEA Committee;</b> all units in CAS
Launch new scholarship fund – CAS Cares – focused on closing the persistence and graduation achievement gap	Endowed scholarship to support “CAS Cares” focused on underrepresented, low income, and First Gen students  Increase Diversity on CAS Alumni Advisory Council	\$250,000 for CAS cares scholarship by 2025  2-3 diverse Council members by AY 21-22	<b>DO &amp; NU Foundation;</b> CAS Alumni Advisory Council  <b>DO and NU Foundation;</b> DEOs
Increase outreach and recruitment efforts to enroll URM and Pell-eligible students at undergraduate and graduate level  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	Increase racial/ethnic diversity of freshman enrollment from 19% to 25% (212 in 2020 to 275)  10% increase in Pell-eligible students	<b>Recruitment,</b> DO, all departments and programs; ASEM

Starting in AY 20-21: Faculty and Staff Hiring Request Forms require diverse hiring strategy	Successful hiring requests will have a clear and compelling plan for ensuring a diverse pool of applicants	100% participation by every department AY20-21	<b>All faculty and DEOs</b>
BRIDGE and Implicit bias training for all faculty and staff search committees – in addition to ICE training	BRIDGE and Implicit bias training is required with the formation of search committees; training is completed together as a committee	100% participation by AY 21-22	<b>ODI; every faculty and staff search committee member</b>
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	Faculty and staff applicant pools and short list of candidates will (at a minimum) reflect the demographic make-up of professional fields	<b>DO</b> and all faculty search committee members
Integrate best practices from Aspire Alliance and IChange Network to diversify CAS	All departments will have access to IChange data and resources to support the recruitment and retention of diverse faculty and staff	50% increase in URM faculty by 2025 (17 domestic diverse T/TT and PoP faculty 2020/4.45% total of 382) <b>NEED STAFF METRIC DATA</b>	<b>All departments and programs</b>
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	<b>DO &amp; IDEA Committee;</b> all faculty and students

### Years 2-3: 2022-2023

<b>Strategies</b>	<b>Expectations</b>	<b>Metrics</b>	<b>Responsibility</b>
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	<b>IDEA Committee; DO; all CAS units</b>
Provide students with welcome & connection events where they can meet with other URM and First Gen students, staff, faculty, and alumni	Build and support inclusive communities for students, staff, and faculty; Increase diversity of CAS Student Advisory Board, Student Ambassadors, and Alumni Advisory Council	2-3 community connection events per semester; equitable student representation in CASSAB and Ambassadors	<b>DO and all departments;</b> IDEA Committee; Recruitment and Academic Advising Team; Advisory Council; Marketing

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	and Communication  <b>All departments and programs;</b> IDEA Committee; Marketing and Communication
Invest in leadership development opportunities for URM faculty and staff	CAS Leadership will reflect the diversity of students and faculty	Increase in funds dedicated to leadership opportunities for URM faculty and staff	<b>DO and all departments and programs;</b> ODI
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	<b>DO and Academic and Career Advising Team;</b> DEOs
Build partnerships with local higher ed. institutions to support dual career opportunities	Regular coordination with partner institutions to understand shared needs (Wesleyan, Doane)	Growth in opportunities for dual careers	<b>DO and DEOs</b>

### Years 4-5: 2024-2025

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 the number and variety of courses that fulfill CAS Diversity Requirement	<b>DO &amp; IDEA Committee;</b> all departments

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

### CAS Goal: Investing in Leadership and Professional Growth

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

### Year 1: 2021

Strategies	Expectations	Metrics	Responsibility
Conduct needs assessment of leadership	Needs assessment will inform CAS strategies for	Needs assessment conducted in fall 2021;	<b>DO, Staff Council, CASSAB</b>



and professional development goals for students, staff, and faculty	facilitating and investing in professional development	professional development action plan established by spring 2022	
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	<b>All faculty, DO</b>
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	<b>DO, DEOs, and all faculty</b>
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	<b>DO and Staff Council</b>
Streamline a consistent annual college staff evaluation process	CAS will have a reliable, equitable, and informative review process that promotes professional development and job satisfaction	New college staff evaluation process completed in AY 20-21	<b>DO and Staff Council; Human Resources</b>
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	<b>All faculty and staff; DO</b>
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)	<b>DO with support from all faculty and staff</b>
Provide a database list of professional development opportunities for staff  Promote staff leadership and development funding opportunities through CAS Matters; CAS website  Build positive incentives for leadership and	Increase staff awareness and participation in professional development and leadership training opportunities	Annual increases in staff participation in professional development and leadership training programs	<b>Staff Council and DO</b>

<p>professional development training completion tied to evaluation process</p> <p>Sponsor or promote targeted leadership and professional development opportunities by shared staff positions</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><b>DO, DEOs, and Staff Council</b></p> <p><b>DO, DEOs, and CAS Staff Council</b></p>

### Years 2-3: 2022-2023

<b>Strategies</b>	<b>Expectations</b>	<b>Metrics</b>	<b>Responsibility</b>
<p>Staff salary initiative will establish benchmarks for competitive salaries in CAS</p>	<p>CAS staff salaries will be equalized with other colleges by position type; staff retention will increase</p>	<p>Staff salary parity across all position types by FY23</p>	<p><b>DO and HR</b></p>
<p>Provide outside expert mentorship training and annual symposium dedicated to fostering excellence in mentoring</p> <p>Expand and promote CAS Connections</p>	<p>Training in mentoring will support the professional development of faculty and staff</p> <p>College-wide network to support staff leadership and career development</p>	<p>Annual growth in the number of faculty and staff participating in mentor training; host mentoring symposium by AY 21-22</p> <p>Increase CAS Connector events; annual increases in % staff participation</p>	<p><b>DO and Staff Council;</b> all faculty and staff</p> <p><b>DO and Staff Council;</b> all units and staff</p>
<p>Promote widespread engagement with NCFDD; expand access to Faculty Success Program for pre-tenured and Associate Professors</p>	<p>NCFDD membership promoted with all new faculty hires; College-Department partnerships to support Faculty Success Program participation</p>	<p>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)</p>	<p><b>DO and DEOs;</b> EVC</p>

Establish NU Fund to support student participation in leadership training opportunities	Student leaders will receive CAS funding to support participation in regional and national leadership conferences	5-10 students per year supported by CAS	<b>DO and NU Foundation;</b> Alumni Advisory Council
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### Years 4-5: 2024-2025

<b>Strategies</b>	<b>Expectations</b>	<b>Metrics</b>	<b>Responsibility</b>
Assess feasibility of standard platform for faculty merit evaluations	Increase clarity, consistency, and fairness in annual faculty evaluation process	Common framework for unit adoption by 2025	<b>DO, DEOs, all faculty</b>

### 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.

<b>Strategies</b>	<b>Expectations</b>	<b>Metrics</b>	<b>Responsibility</b>
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	<b>DO and committee members</b>
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 overall CAS goals in teaching, research, and engagement	College will see 5% annual declines in (contra-revenue) remissions and state-aided allocations for operations and research support	<b>DO, DEOs, and ASEM</b>

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	<b>DO and appointed DEOs</b>
Establish CAS Graduate 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 21-22	<b>DO, Grad Program Directors, and all graduate students</b>
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	<b>DO and DEOs; relevant CAS committees (IDEA/AFFS/UEdWG)</b>
Promote future college leadership via Faculty Leadership in Academia (FLAIR), Faculty Affairs Fellows, and related programs	Encourage, develop, and diversify future leadership in CAS	Increase of URM faculty and staff in campus leadership programs	<b>DO and DEOs</b>
Promote and expand DEO participation in external professional development opportunities (BIG 10, CCAS, ACE, etc.)	Provide DEOs the opportunity to suggest workshop topics they find relevant and informational		

## **Appendix: One**

**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

**CTT** Center for Transformative Teaching

**DEO** Department Executive Officers (Chairs and Directors)

**DO** Dean's Office

**EVC** Executive Vice Chancellor

**IEA** Institutional Effectiveness and Analytics

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

**NCFDD** National Center for Faculty Development and Diversity

**ODI** Office of Diversity and Inclusion

**ORED** Office of Research and Economic Development

**UEd** Undergraduate Education

**UEdWG** Undergraduate Education Working Group

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