



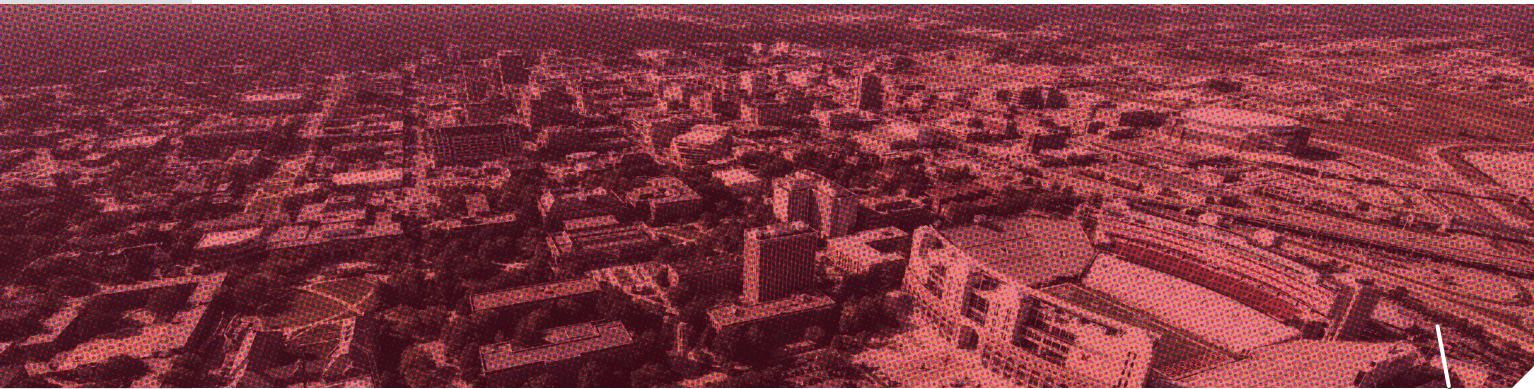
COLLEGE OF ARTS AND SCIENCES

CAS STRATEGIC

PLAN



AUGUST 2023



COLLEGE OF ARTS AND SCIENCES

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.

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VISION OF THE COLLEGE OF ARTS AND SCIENCES

*Through Imagination, Innovation, and Collaboration
We 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 and sciences education with a focus on experiential learning. With a degree from the College of Arts and Sciences our graduates 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 a rapidly changing global environment. 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

THE MISSION OF THE COLLEGE OF ARTS AND SCIENCES IS TO:

- Cultivate curiosity and critical thinking, facilitate student growth and success, and support life-long learning through all branches of the liberal arts and sciences.
- Improve lives and broaden horizons of understanding and empathy through research, creative activity, and outreach.
- Serve the people of Nebraska and the wider common good through the bold pursuit of knowledge and the free expression of ideas and diverse perspectives.
- Promote a diverse, inclusive, and equitable institutional culture that nourishes mutual respect and inspires conscientious community engagement.

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 AND SCIENCES, LIFE-LONG LEARNING, AND STUDENT SUCCESS

Goals:

- We will promote, innovate, and ensure widespread access to the transformative value of a comprehensive and integrated liberal arts and sciences education.
- We will be a national leader in experiential and life-long learning opportunities.
- We will improve the time to degree for all students and reduce the graduation achievement gap for underrepresented, low income, and first-generation students.

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 AND SCIENCES

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:

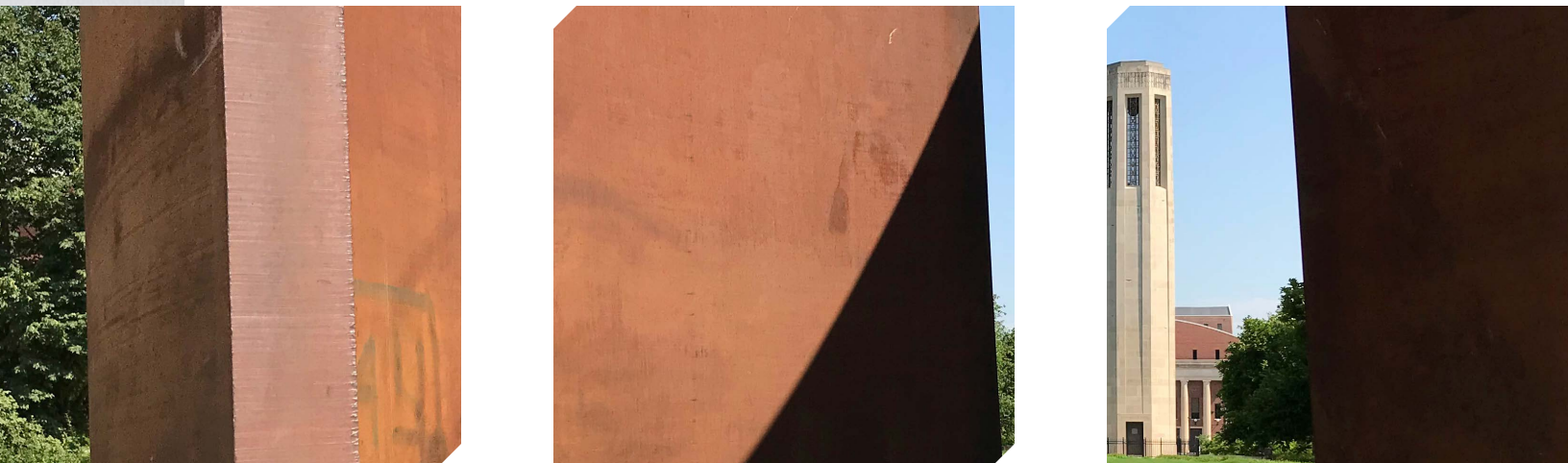
- We will enact and sustain a culture that respects and honors the dignity of all.
- We will be a leader in inclusive excellence through the recruitment, retention, and advancement of diverse faculty, staff, and students.
- We will invest in education, research, and creative works that address forms 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:

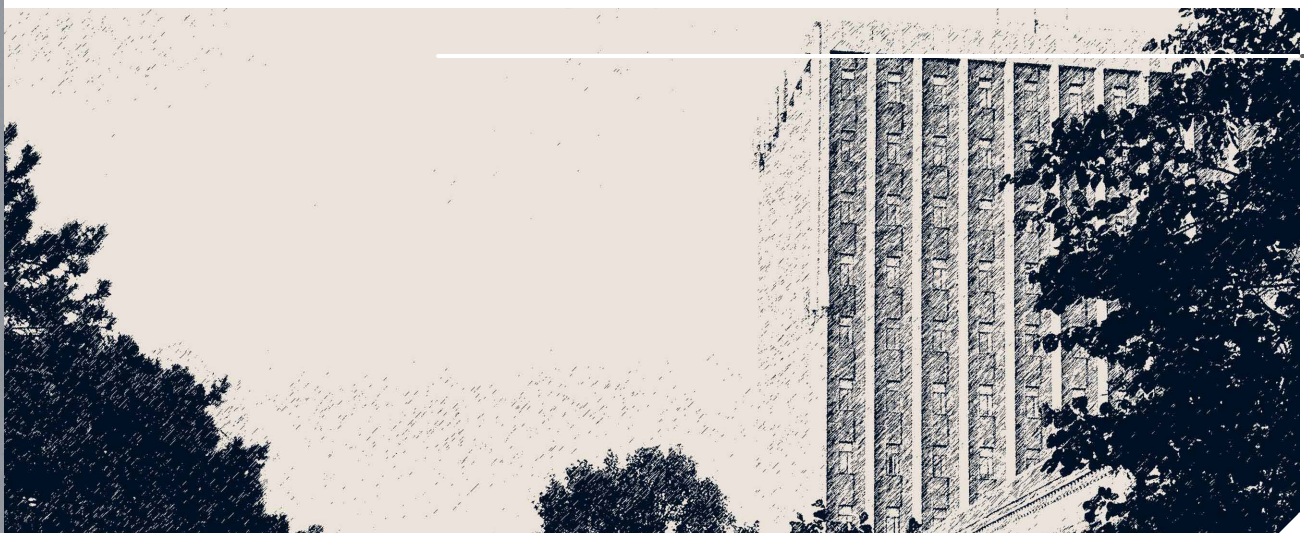
- We will build and sustain a culture that promotes participation and professional development for everyone in the college – faculty, staff, and students.
- We will ensure CAS is a place where student, staff, and faculty satisfaction makes people want to learn, work, and grow.



CAS 2025 AND BEYOND

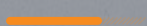
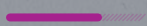
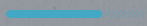
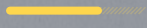
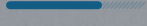
As summarized in the tables below, the college will pursue these goals through tailored strategies that will produce transformative outcomes. The expectations listed below are the anticipated changes that the college will realize through the implementation of these initiatives. Metrics are the quantifiable 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 and initialisms are defined in Appendix.

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.



Years 2+3: 2022–24

CAS AIMS:

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Years 4+5: 2024–26


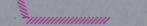




CAS AIMS:

	Promoting the Liberal Arts and Sciences, Life-Long Learning, and Student Success	20
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Year 1: 2021–22

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Glossary of Terms

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SYMBOL KEY

				
Complete	In progress	Eliminated or substantially revised	Advanced from prior year	New

2022-24

YEARS 2+3: 2022-24

N2025 AIM:



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

CAS AIM:









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

CAS Goals:

- We will promote, innovate, and ensure widespread access to the transformative value of a comprehensive and integrated liberal arts and sciences education.
- We will be a national leader in experiential and life-long learning opportunities.
- We will improve the time to degree for all students and reduce the graduation achievement gap for underrepresented, low income, and first-generation students.

Strategies	Expectations	Metrics	Responsibility	Progress
Rework CASC 50: Start Smart to better prepare incoming first-year and transfer students for success.	<ul style="list-style-type: none"> • Incorporate language that reflects an Ecology of Validation model for student success. • Address the concept of Challenge as normal part of the learning/growth process for every student. • Restructure modules to open across 6 weeks, ensuring sustained engagement through a first required advising meeting. • Reorganize topics to match students' experience in and out of the classroom. • Introduce career language and concepts foundational for all students in liberal arts degrees. • Encourage reflection and discussion about transition to UNL/college. 	<p>First Year Students in every major will have an intentional on-boarding, student success, and early career development set of courses relevant to their academic major.</p> <p>First to second year retention will increase.</p> <p>Engagement with career coaches will increase.</p>	Academic and Career Advising Team with DEOs, faculty and staff	 <p>Ongoing — in progress</p>
Develop and share course and unit level data on student outcomes for URM, Pell, First Gen students	Utilize data-informed approach for teacher training, curriculum mapping, course design, and student outreach/mentoring. CAS UP! reports on unit data followed by strategy development meetings with each unit.	Part of chair and director annual review process by DO starting AY 21-22	DO, EVC, and IEA; Academic and Career Advising Team and DEOs	



Strategies	Expectations	Metrics	Responsibility	Progress
Develop and provide advanced pedagogical training in inclusive course design, teaching, mentoring, advising, and supporting students' mental health	Send personalized email to all CAS instructors of record several times a semester providing them with a small number of proven tips that would help address their most pressing teaching needs.	All teaching faculty and advisors strongly encouraged to complete at least 1 training by the end of AY 23-24; part of annual merit evaluation process starting AY 23-24	DO, IDEA Committee, and Teaching Academy; CTT; Graduate Studies; CAS instructional faculty	
Incorporate CAST Study Skills development into courses with high DFW rates	College and units will offer targeted student supports for courses with high DFW rates; focus on students-at-risk of attrition	Annual reductions in DFW rates, URM disparities in DFW rates, and improvements in degree completion % for URM, Pell, First Gen students	Ued Working Group/ future task force	
Advanced pedagogical training for all instructors and unit leaders on principles and practices of Academic Freedom	Annual workshops and webinars dedicated to Academic Freedom in the classroom and in research and creative activities	At least three trainings per year starting AY 22-23 — including separate sessions focused on graduate student and non-tenure track instructors	AFFS Committee and DO	
Expand, promote, and increase funding for undergraduate research and creative project opportunities in CAS	Coordinate with UCARE and FYRE to increase student access to and financial support for research experiences in all areas of CAS	Annual increases in the number of students participating in paid research opportunities; 108 UCARE students in AY 19-20	DO and UCARE; DEOs and research faculty; NU Foundation; Marketing and Communication	 Ongoing — Data on UCARE and FYRE forthcoming.
Host 10-week CAS Summer Research Program to expand national outreach and diversity graduate programs in CAS.	Advanced undergraduate students will be recruited nationally and regionally through Associated Colleges of the Midwest, HBCUs, HSI, and tribal colleges.	Pilot new program in summer 2024/2025 with target of 6-8 non-resident students and 4 UCARE/ FYRE students. Monitor success of CAS summer program in generating pathway to graduate study in CAS programs.	DO, Graduate Studies, and partnering CAS units	
Establish college scholarships and graduate fellowships to attract nonresident students pursuing CAS degrees	Increase in the number of new nonresident students pursuing a degree in CAS	15% increase in first year nonresident students by 2025	DO and NU Foundation; Recruitment and Academic Advising Team; ASEM	 Complete and ongoing
Establish competitiveness in graduate program initiative, providing perm funding to increase national competitiveness of graduate programs	CAS will empower units to recruit, train, and graduate next generation of highly talented researchers, scholars, and writers through bridge funding to support graduate student excellence	\$500,000 in perm funding to support nationally competitive graduate student stipends beginning in AY 22-23; allocations to be based on program performance assessments	DO and Graduate Chairs	
Establish CAS Excellence Fellowship to provide additional fellowship support to recruit highly meritorious graduate students for targeted recruitment	CAS units will have additional resources to attract and retain highly competitive graduate students	CAS will award \$60,000 from Foundation Funds over a two-year period (starting in AY 23-24) for highly meritorious graduate students recommended by units	Graduate Chairs and DO	

N2025 AIM:




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




CAS AIM:

RESEARCH AND CREATIVE ACTIVITY WITH IMPACT

CAS Goals:

- We will be a recognized national and global leader in science, humanistic inquiry, and creative activities that advance new knowledge, enrich our understanding, and address complex problems to improve lives.
- We will strategically enhance graduate student education and training to increase the impact of our research, scholarship, and creative activity.

Strategies	Expectations	Metrics	Responsibility	Progress
Assess research support needs in high-impact and interdisciplinary areas to determine if additional staff, research faculty, and post-docs are justified	Potential expansion of specialized grant, research, and fellowship staff support	Annual growth in the number of grant and fellowship proposals submitted by faculty, staff, and graduate students	DO, CAS business centers, and DEOs; business staff co-ops	
Expand training and participation in grant and fellowship proposal writing for faculty, staff, and graduate students	Expand infrastructure, training, and communication about grant training opportunities	3-5% annual increases in the number of grant proposals and fellowship applications	DO and ORED; DEOs all faculty, research support staff, and graduate students	
Assess prevalence of grant writing training in existing graduate curriculum	Increase in the number of faculty, staff, and graduate students submitting grant and fellowship proposals	15% increase in total grant dollars requested over 3 years		26.9% increase in annual research awards since 2021. 2023 = \$54.1 million.
	Annual increases in research revenues and expenditures	15% increase in annual research expenditures		13.8% increase in research expenditures since 2021.
	Increasing visibility and prestige for faculty, staff, and students through highly competitive fellowships and grants	Total number of graduate students funded by external grants will increase by at least 5% annually on a three-year rolling basis		
Address the impact of COVID on research and creative activity through COVID relief research funding program	CAS will support research and new grant proposal submissions hindered by COVID; address inequities in research/creative activities due to COVID	Grant-eligible faculty will have access to one-time support (\$7,500) in AY 22-23 for research substantially delayed by COVID	DO and CASRAC	

Strategies	Expectations	Metrics	Responsibility	Progress
Forge sustained connections with program officers and support cross-college research collaborations through sponsored research roundtables	Faculty will have regular opportunities to share ideas for collaborative research with colleagues and program officers from government agencies and private foundations	3 CAS Research Roundtables per semester supporting CAS goal of 3-5% annual increases in new grant proposals; 30% increase in total grant dollars requested over 3 years	DO, CASRAC, and all CAS Faculty	 Complete and ongoing
CAS Budget Advisory Committee to develop new F&A policy	With unit-level discretion, departments, centers, and programs will have more resources to support research and creative activities based on grant F&A	Increase in faculty professional development, research, equipment, and travel support; additional support for graduate students and post-doctoral fellows	DO and CAS Budget Advisory Committee; Executive Committee	 <50%
CAS Budget Advisory Committee to develop graduate student remissions policy and increase graduate program quality	Incent external grants and use of foundation funds to increase graduate program competitiveness through higher stipends for graduate students	Annual increases in graduate student publications, awards, fellowships, and grants; improvements in graduate student work satisfaction (annual student survey)	DO and CAS Budget Advisory Committee; DEOs and Graduate Chairs	 <50%



N2025 AIM:

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




CAS AIM:



RESEARCH TO SOLVE LOCAL AND GLOBAL CHALLENGES

CAS Goals:

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

- systemic racism and inequity (incl., gender, sexual identity, religious minorities)
- climate change, resiliency, and environmental sustainability
- rural drug addiction and rural community vitality
- national and global health disparities
- human/plant/animal viruses, complex diseases, and new drug delivery pipeline
- quantum materials and technologies
- computational capacity, data science, and digital humanities
- cross-cultural understanding and human communication across diverse modalities and forms of expression (digital, film, poetry, literature, science)
- teacher education and improving PK-16 education and graduate training
- national security, global peace, migration, and human rights

Strategies	Expectations	Metrics	Responsibility	Progress
<p>Dedicate funding to sponsor new research and creative activity addressing racism and inequity, including gender, sexual orientation, and gender identity</p> <p>Sponsor and promote teaching, co-curricular events, and research addressing racism and inequity</p>	<p>The college's commitment to advancing racial justice will be reflected in our annual research investments and our programmatic support for faculty, staff, and students working in this area</p>	<p>\$10,000 maximum funding per awardee with two rounds of awards each academic year by '22-23</p>	<p>DO and Research Advisory Committee</p>	 <p>Complete and ongoing</p>
<p>CAS seed funding will support new multi-disciplinary or convergent research teams at UNL (cross-disciplinary and/or cross-college)</p>	<p>Seed funding will promote new multidisciplinary research teams and facilitate competitive external grant proposals</p>	<p>Annual 5% increase in new grant proposals by multi-disciplinary research teams</p>	<p>DO and Research Advisory Committee; all faculty</p>	
<p>Expand awareness and participation in tech-transfer programs by faculty and graduate students</p>	<p>2-3 tech-transfer events/seminars per semester</p>	<p>Annual increases in new disclosures, patents, and copyrights</p>	<p>DO, DEOs, and NUtech Ventures; all faculty</p>	

Strategies	Expectations	Metrics	Responsibility	Progress
Develop and implement new fiscal policies to incentivize interdisciplinary research and teaching	The commitment to interdisciplinary research and new program development will be reflected in the college's annual budget allocations	Potential 2-3% multiplier in SCH or state funding support for units contributing instructor/research effort to interdisciplinary programs	CAS Budget Advisory Committee and DO	
Enhance national/international reputation of CAS faculty and graduate students through prestigious Nebraska Research Fellows Program	Faculty and advanced Graduate Students will be able to apply for Interdisciplinary College Fellowships focused on the world's most pressing problems	Private funding will support three Faculty Fellows and three Graduate Fellows each year to support collaborative research and community engagement dedicated to addressing local and global challenges	DO and NU Foundation; all CAS Faculty and Graduate Students	

N2025 AIM:


Broaden Nebraska's engagement in the community, industry, and global partnerships

CAS AIM:

BROADENING COMMUNITY ENGAGEMENT WITH THE LIBERAL ARTS AND SCIENCES

CAS Goals:

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

Strategies	Expectations	Metrics	Responsibility	Progress
Explore "CAS Extension" – widening community access to and engagement with the Arts and Sciences – CAS partnership with Nebraska Extension	CAS will take multi-pronged, proactive steps to promote the liberal arts and sciences and to facilitate life-long engagement with humanities, social sciences, sciences, and interdisciplinary programs	Annual increases in community engagement efforts and sustained programmatic partnerships; annual increases in CAS majors	DO, DEOs, and all units; Recruitment; Marketing and Communication; Student Ambassadors; Extension	
Expand connections with Nebraska K-12 curriculum specialists (humanities, sciences, and social sciences)	Support teacher training and facilitate co-curricular opportunities and college credit for students			
Expand outreach and curriculum and research partnerships with tribal nations in Nebraska	Enhance our land-grant mission and inclusive excellence goals with expanded outreach to NE tribal communities	Annual increases in Native American students enrolled in CAS		

Strategies	Expectations	Metrics	Responsibility	Progress
Participate with Extension for Amplify Events	Connect CAS units with Extension offices; identify community needs and how CAS can partner by providing expertise through research, courses, lectures, seminars, etc.	Quarterly meetings; annual event on campus or in community	DO	+
Assess feasibility of participation in OpEd Project's Public Voices Fellowship program	Citizens and leaders of NE will experience first-hand the value and impact of a comprehensive liberal arts and sciences education	Sustain investment in public higher education as an essential public good	DO and EVC	
Expand staff capacity to facilitate local and state partnerships	Dedicated staff to expand and maintain partnerships for student career success; Support UNL goal for Carnegie Community Engagement Recognition Outreach to diverse-owned businesses and non-profits with opportunities for connections with CAS students	10-15 new community partnerships per year	DO and Academic and Career Advising Team	🔄
Assess feasibility of CAS Global Engagement Coordinator	Facilitate new global partnerships and internship opportunities; connect with international alumni; coordinate international awards	New part-time or full FTE staff position by AY 23-24		
Survey units, faculty and staff about current engagement efforts	Gain a better understanding of the range and distribution of engagement efforts in CAS	Complete survey AY 23-24	DO and DEOs	

N2025 AIM:

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







CAS AIM:

LEADING IN INCLUSIVE EXCELLENCE AND DIVERSITY

CAS Goals:

- We will enact and sustain a culture that respects and honors the dignity of all.
- We will be a leader in inclusive excellence through the recruitment, retention, and advancement of diverse faculty, staff, and students.
- We will invest in education, research, and creative works that address forms of injustice, oppression, and marginalization, including systemic racism, sexism, and heterosexism
- We will be a leader in inclusive excellence through the development of curricular and co-curricular innovations and collaborative community partnerships.

Strategies	Expectations	Metrics	Responsibility	Progress
Establish CAS Summer Research Program to promote diverse graduate student enrollment.	CAS will play a leadership role in diversifying the academy	1-2 summer diversity programs per area by summer 2023	DO and partnering units	
Provide students with welcome and connection events where they can meet with other URM and First Gen students, staff, faculty, and alumni	Build and support inclusive communities for students, staff, and faculty; Increase diversity of CAS Student Advisory Board, Student Ambassadors, and Alumni Advisory Council	2-3 community connection events per semester; equitable student representation in CASSAB and Ambassadors	DO and all units; IDEA Committee; Recruitment and Academic Advising Team; Advisory Council; Marketing and Communication	
Provide opportunities for URM faculty to present their research and creative activities and encourage students to attend and connect with faculty	Build and support inclusive communities for URM faculty	3-4 community connection events per semester	All departments and programs; IDEA Committee; Marketing and Communication	
Invest in leadership development opportunities for URM faculty and staff	CAS leadership will reflect the diversity of students, staff, and faculty Ensure URM faculty and staff participation in leadership development programs	Increase in URM faculty and staff in leadership positions throughout the college	DO and all departments and programs; ODI	

Strategies	Expectations	Metrics	Responsibility	Progress
Expand and promote Multicultural Homecoming and Alumni Award	Raise the visibility of diverse alumni achievements; pair alumni with student mentoring and internship opportunities	Annual increases in the number of alumni and students participating in Multicultural Homecoming	DO, Multicultural Homecoming Committee, and Academic and Career Advising Team; DEOs	
Increase Diversity on CAS Alumni Advisory Council	Expand leadership opportunities and new partnerships for diverse alumni	Increased diverse alumni representation on advisory council by 22-23	DO and NU Foundation; DEOs	 Complete and ongoing
Build partnerships with local higher ed. institutions to support dual career opportunities	Regular coordination with partner institutions to understand shared needs (Wesleyan, Doane)	Growth in opportunities for dual careers; point person to coordinate dual careers	DO and DEOs; EVC	
Recruit, mentor, and advance outstanding scholars addressing anti-racism and equity through Inclusive Excellence Research Faculty Program	Increase URM Faculty and enhance research capacity advancing anti-racism by recruiting, supporting, and mentoring 4 scholars for up to 3 years as Research Assistant Professors; successful scholars will have option for Tenure-Track positions	Private funding will support new Research Faculty Program – with pilot in social sciences. Program will enhance national reputation of CAS/UNL and help meet target of 50% increase in URM faculty by 2025.	DO and NU Foundation; approved, partnering units in CAS	
Improve on the recruitment, on-boarding, retention, and advancement of diverse and URM Faculty through new DEI Faculty Coordinator position in CAS	DEI Coordinator will assist the college in implementing an “institutional-change” approach to DEI in CAS; serve as liaison between all CAS units and ODI; Chair CAS Idea Committee.	New DEI Coordinator appointed in AY 22-23. Improved coordination and implementation of BRIDGE best practices in faculty recruitment, hiring, and on-boarding in AY 22-23.	DO; all DEOs in CAS.	
Conduct diversity audit of all college and unit policies and procedures for faculty and staff (e.g., hiring plans; annual evaluations; retention, promotion and tenure; research awards; etc.)	Review and modify unit policies and procedure to support the college’s commitment to anti-racism, equity, and inclusive excellence Inclusive excellence and diversity action plans developed in coordination with ODI and CAS IDEA Committee	Complete diversity audits by end of AY 21-22; Develop and implement necessary changes by start of AY 22	IDEA Committee; DO; all CAS units	 <50%

N2025 AIM:






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





CAS AIM:

INVESTING IN LEADERSHIP AND PROFESSIONAL GROWTH

CAS Goals:

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

Strategies	Expectations	Metrics	Responsibility	Progress
Hold annual graduate student recognition celebration each spring.	We will build community and recognize outstanding achievements of graduate students by showcasing excellent graduate student research, creative work, teaching contributions, and engagement.	Annual participation from every unit with a graduate program.	DO and faculty nominators	
Pursue staff salary initiative to establish benchmarks for competitive salaries in CAS	CAS staff salaries will be equalized with other colleges by position type; staff retention will increase	Increase staff salary parity across all position types by FY23	DO and HR	
Provide outside expert mentorship training and annual symposium dedicated to fostering excellence in mentoring	Training in mentoring will support the professional development of faculty, graduate students, and staff	Annual growth in the number of faculty and staff participating in mentor training; host mentoring symposium by no later than AY 22-23	DO and Staff Council; all faculty and staff	
— Establish college-wide mentoring pools of faculty, staff, and student leaders	— Faculty, staff, and students will have access to a group of peer mentors selected by area and domain of expertise	— Mentoring pools established by AY 22-23; track utilization through AY 25-26	— DO and all faculty, staff, and students	
— Expand and promote CAS Connections	— College-wide network to support staff leadership and career development	— Increase CAS Connector events; annual increases in % staff participation	— DO and Staff Council; all units and staff	 Complete and ongoing
Create Individual Professional Development Plans for CAS Finance Staff	Individual Development Plans will support professional growth and mentoring for staff	Documented professional development plans for all finance staff by end of AY 23-24.	DO	

Strategies	Expectations	Metrics	Responsibility	Progress
Promote widespread engagement with NCFDD; expand access to Faculty Success Program for pre-tenured and Associate Professors	NCFDD membership promoted with all new faculty hires; college-unit partnerships to support Faculty Success Program participation	Annual increases in faculty using NCFDD (measured by new faculty enrollments); increase participation in Faculty Success Program: goal of 5-6 faculty per semester (4 in fall 2020)	DO and DEOs; EVC	
Establish NU Fund to support student participation in leadership training opportunities	Student leaders will receive CAS funding to support participation in regional and national leadership conferences	5-10 students per year supported by CAS	DO and NU Foundation; Alumni Advisory Council	
Streamline a consistent annual college staff evaluation process	CAS will have a reliable, equitable, and informative review process that promotes professional development and job satisfaction	New college staff evaluation process completed in AY 20-21	DO and Staff Council; Human Resources	
Build positive incentives for leadership and professional development training completion tied to evaluation and merit process	Increase staff awareness and participation in professional development and leadership training opportunities	Annual increases in staff participation in professional development and leadership training programs	Staff Council and DO	
Expand Staff Awards and Recognition in support of positive, inclusive, and respectful work environment	In collaboration with Staff Council – CAS will expand recognition opportunities and promote staff nominations and recipients via CAS Matters, social media	2-3 additional recognition opportunities identified in AY 22-23; new staff highlight section added to CAS Matters; increased nominations for staff across all eligible categories	CAS Staff Council and all CAS units. DO and Marketing and Communication.	
Improve orientation and onboarding process for lecturers and research faculty.	All new faculty in CAS will have the opportunity to learn about the college, meet and interact with colleagues, and ask questions as part of their onboarding process.	Annual new faculty orientation open to all faculty position types.	DO	

2024-

2026

YEARS 4+5: 2024-26

N2025 AIM:


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

CAS AIM:

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

CAS Goals:

- We will promote, innovate, and ensure widespread access to the transformative value of a comprehensive and integrated liberal arts and sciences education.
- We will be a national leader in experiential and life-long learning opportunities.
- We will improve the time to degree for all students and reduce the graduation achievement gap for underrepresented, low income, and first-generation students.

Strategies	Expectations	Metrics	Responsibility	Progress
Establish CAS Experiential Learning and Career Development Center for undergraduate and graduate students	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	By 2025, all CAS majors will complete an internship or related experiential learning opportunity (research, study abroad, leadership, service) by graduation	DO; NU Foundation; Advisory Council and CAS Comprehensive Campaign Committee	
	Peer communities established around shared career pathways and/or communities of interest (pre-med; pre-law; Latinx; First Gen)	By 2025, reduce % of grads still seeking employment post-bacc: 2018-19: 24% seeking employment; 29% employed; 39.8% continuing education.	DO and Grad Chairs	
	Internship and study abroad scholarships to ensure broad access for students	Establish college-wide data system for graduate student placement rates	CAS Students and Academic and Career Advising Team	
		UCARE participation will increase by 20% 4-5 Peer career-communities created by AY 22-23 CAS student participation in study-abroad programs and globally oriented local experiences will increase by 20%	DO and DEOs; Academic and Career Advising Team; NU Foundation; Ed Abroad	

YEARS FOUR + FIVE



Complete



In progress



Eliminated or substantially revised





Advanced from prior year



New

20

Strategies	Expectations	Metrics	Responsibility	Progress
	<p>— CONTINUED —</p> <p>Increase planning and faculty support, student outreach, and training for CAS faculty-led study-abroad programs; pursue collaborations with other colleges and universities</p> <p>—</p> <p>Expanded alumni network and improved tracking to support student mentoring and career success</p>	<p>— CONTINUED —</p> <p>Increases in annual enrollments in existing study abroad courses; 3-4 new CAS faculty-led study abroad programs with wide appeal to students across UNL. CAS will utilize private subvention funding to reduce costs for students.</p> <p>—</p> <p>Annual increases in alumni-student mentoring programs and events</p>	<p>— CONTINUED —</p> <p>DO and DEOs; Ed Abroad; NU Foundation; Advisory Council</p> <p>—</p> <p>DO and DEOs; NU Foundation; Advisory Council</p>	
Create seed funding pool to incentivize the creation of new online certificate and master's degree programs within appropriate disciplines	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)	At least 3 new fully online degree or certificate options in CAS by 2025; 2-3 new accelerated master's programs	DEOs, DO, and Marketing and Communication, with ASEM NU online	
Establish new pathways and partnerships to facilitate growth in domestic and international transfer students to CAS	Remove barriers (e.g., test and application fees) to support annual increases in domestic and international transfer students	25% total increase in transfer students by 2025	DO and NU Foundation; Recruitment and Academic Advising Team; ASEM	
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	<p>By 2025:</p> <ul style="list-style-type: none"> • 4-year graduation rate will increase from 48% to 58%; 6-year graduation rate will increase from 55.5% to 72% • The equity gap in the 6-year graduation rate will decline from 12% to 6% for URM; from 10% to 5% for Pell; and from 8% to 4% for First Gen students • First-year to second-year retention will increase from 85% to 88% • CAS majors will increase by 10% 	DO, IDEA Committee, Teaching Academy; DEOs and all instructional faculty	

Strategies	Expectations	Metrics	Responsibility	Progress
Develop a career readiness certificate with a required course (CASC 300) and choice of 3 additional courses related to professional skills (new or existing).	CASC 200 will be adjusted to CASC 300 with a focus on preparation for life after graduation, including job search preparation, networking, negotiating an offer, professionalism, building community after college. New or existing courses will be created or identified as choices for this certificate.	3-4 new professional skills development classes in CAS (professional communication, networking, project management, leadership, entrepreneurship, ethics, data, coding, analytics)	Academic and Career Advising Team with DEOs, Graduate Chairs, faculty and staff; Marketing and Communication	+

N2025 AIM:


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

CAS AIM:

RESEARCH AND CREATIVE ACTIVITY WITH IMPACT

CAS Goals:

- We will be a recognized national and global leader in science, humanistic inquiry, and creative activities that advance new knowledge, enrich our understanding, and address complex problems to improve lives.
- We will strategically enhance graduate student education and training to increase the impact of our research, scholarship, and creative activity.

Strategies	Expectations	Metrics	Responsibility	Progress
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

CAS Goals:

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

- systemic racism and inequity (incl., gender, sexual identity, religious minorities)
- climate change, resiliency, and environmental sustainability
- rural drug addiction and rural community vitality
- national and global health disparities
- human/plant/animal viruses, complex diseases, and new drug delivery pipeline
- quantum materials and technologies
- computational capacity, data science, and digital humanities
- cross-cultural understanding and human communication across diverse modalities and forms of expression (digital, film, poetry, literature, science)
- teacher education and improving PK-16 education and graduate training
- national security, global peace, migration, and human rights

Strategies	Expectations	Metrics	Responsibility	Progress
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 AND SCIENCES

CAS Goals:

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

Strategies	Expectations	Metrics	Responsibility	Progress
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	Expanded institutional partnerships with top countries of student origin (China, India, Malaysia, Vietnam, Mexico); enhance the global reach and international diversity of the college	Average 10 new international students per year by 2025	DO and Global Strategies; Recruitment and Advising Team	
Expand global partnerships to increase research and teaching-abroad opportunities	Expanded opportunities for trans-national research and teaching collaborations for faculty, staff, and students	10-15% increase in new MOUs with international institutions	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.
- We will be a leader in inclusive excellence through the recruitment, retention, and advancement of diverse faculty, staff, and students.
- We will invest in education, research, and creative works that address forms of injustice, oppression, and marginalization, including systemic racism, sexism, and heterosexism
- We will be a leader in inclusive excellence through the development of curricular and co-curricular innovations and collaborative community partnerships.

Strategies	Expectations	Metrics	Responsibility	Progress
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.
- We will ensure CAS is a place where student, staff, and faculty satisfaction makes people want to learn, work, and grow.

Strategies	Expectations	Metrics	Responsibility	Progress
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	





2021-26

CAS COMMITMENT TO RESPONSIBLE STEWARDSHIP OF RESOURCES AND SHARED GOVERNANCE



In support of the 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	Progress
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	

Strategies	Expectations	Metrics	Responsibility	Progress
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 Chairs, 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)	 Complete and ongoing
Promote future college leadership via Faculty Leadership in Academia (FLAIR), Faculty Affairs Fellows, and other UNL programs	Encourage, develop, and diversify future leadership in CAS	Increase of URM faculty and staff in campus leadership programs	DO and DEOs	 Complete and ongoing
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			 Complete and ongoing



COLLEGE OF ARTS AND SCIENCES

PLAN

APPENDICES



2021-22

YEAR 1: 2021-22

N2025 AIM:


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

CAS AIM:








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

CAS Goals:



- We will promote, innovate, and ensure widespread access to the transformative value of a comprehensive and integrated liberal arts and sciences education.
- We will be a national leader in experiential and life-long learning opportunities.
- We will improve the time to degree for all students and reduce the graduation achievement gap for underrepresented, low income, and first-generation students.

Strategies	Expectations	Metrics	Responsibility	Progress
Implement CAS UP: Challenge for Achieving Success in Undergraduate Programs	Every course-offering unit will have documented CAS UP plans focused on Recruiting, Retaining, Graduating, and/or Launching students for success	<p>Make incremental progress toward CAS 2025-26 goals:</p> <ul style="list-style-type: none"> • 4-year graduation rate will increase from 48% to 58%; 6-year graduation rate will increase from 55.5% to 65% • The equity gap in the 6-year graduation rate will decline from 12% to 6% for URM; from 10% to 5% for Pell; and from 8% to 4% for First Gen students • First-year to second-year retention will increase from 85% to 88% • CAS majors will increase by 10% 	DEOs and DO; all CAS faculty and staff; Recruitment and Marketing and Communication	 <p><50%</p> <p>The 4-year graduation rate has increased every year over the last 3 years, reaching 49.7% in 2022-23.</p> <p>In AY 2021-22 the 6-year graduation rate increased to 671%. New target is 72% by 2025. AY 22-23 6-year graduation rate was 63.8%.</p> <p>Equity gaps in 6-year graduation rates improved for URM and Pell students in AY 22-23: -14.8 and -8.1% (compared to overall CAS 6-year grad rate).</p> <p>First Gen student equity gap has grown (compared to overall CAS 6-year grad rate) -12.3%</p> <p>First-year retention increased by 2% for Fall 2021 cohort (80.6%); recovering from pandemic decline of 6.4% for Fall 2020 cohort (78.6%).</p> <p>UGS headcount in Fall 22 was 3640, a 7.7% decline since 2022 (does not control for removal of Computer Science from CAS). 4,205 total CAS majors in Fall 2022.</p>



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

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

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



N2025 AIM:




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

CAS AIM:

RESEARCH AND CREATIVE ACTIVITY WITH IMPACT

CAS Goals:

- We will be a recognized national and global leader in science, humanistic inquiry, and creative activities that advance new knowledge, enrich our understanding, and address complex problems to improve lives.
- We will strategically enhance graduate student education and training to increase the impact of our research, scholarship, and creative activity.

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

N2025 AIM:

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


CAS AIM:

RESEARCH TO SOLVE LOCAL AND GLOBAL CHALLENGES

CAS Goals:

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

- systemic racism and inequity (incl., gender, sexual identity, religious minorities)
- climate change, resiliency, and environmental sustainability
- rural drug addiction and rural community vitality
- national and global health disparities
- human/plant/animal viruses, complex diseases, and new drug delivery pipeline
- quantum materials and technologies
- computational capacity, data science, and digital humanities
- cross-cultural understanding and human communication across diverse modalities and forms of expression (digital, film, poetry, literature, science)
- teacher education and improving PK-16 education and graduate training
- national security, global peace, migration, and human rights

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

N2025 AIM:







Broaden Nebraska's engagement in the community, industry, and global partnerships

CAS AIM:

BROADENING COMMUNITY ENGAGEMENT WITH THE LIBERAL ARTS AND SCIENCES

CAS Goals:

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

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

N2025 AIM:





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




CAS AIM:

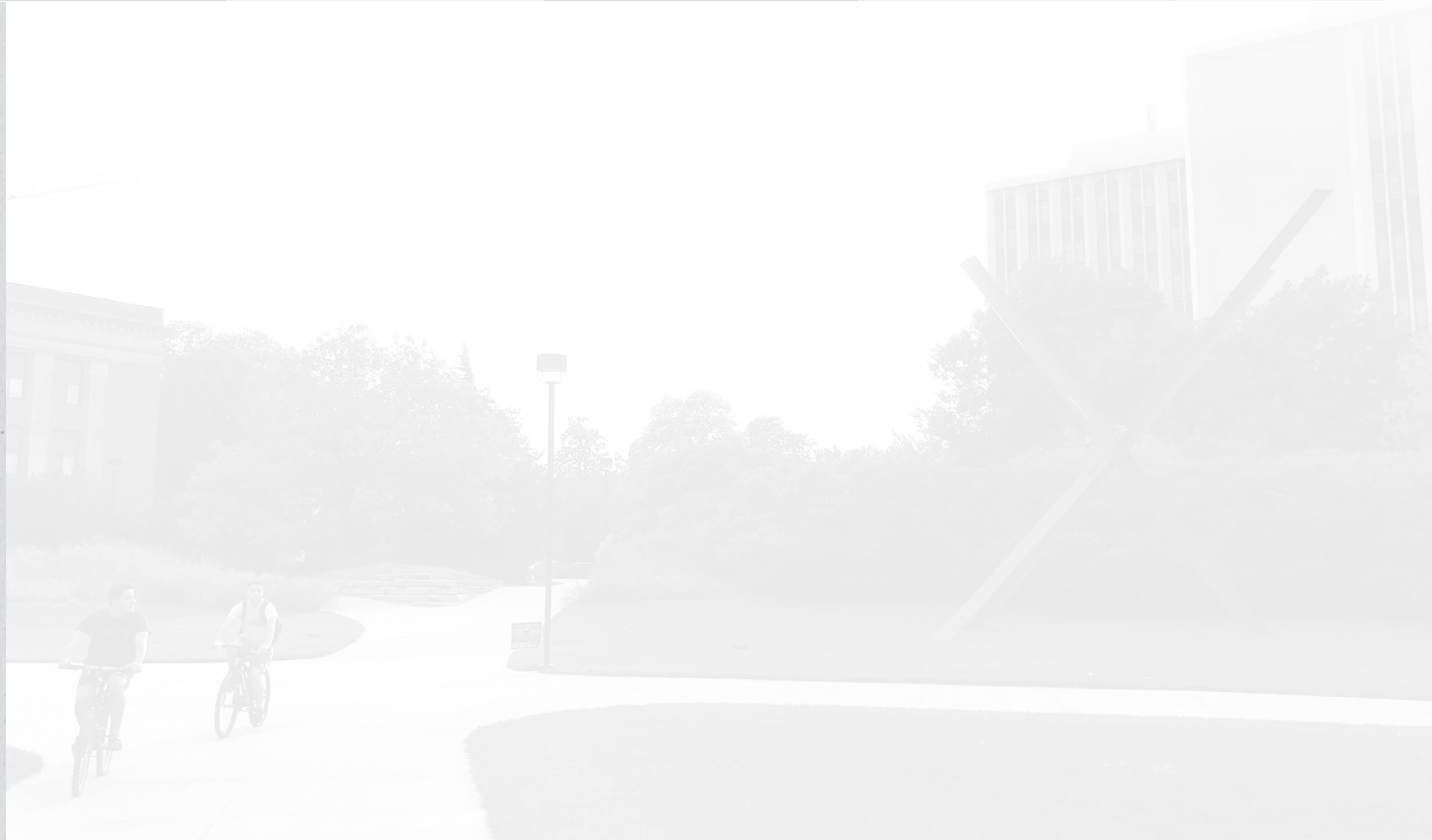
LEADING IN INCLUSIVE EXCELLENCE AND DIVERSITY

CAS Goals:

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- We will be a leader in inclusive excellence through the recruitment, retention, and advancement of diverse faculty, staff, and students.
- We will invest in education, research, and creative works that address forms of injustice, oppression, and marginalization, including systemic racism, sexism, and heterosexism
- We will be a leader in inclusive excellence through the development of curricular and co-curricular innovations and collaborative community partnerships.

Strategies	Expectations	Metrics	Responsibility	Progress
Launch new scholarship fund – CAS Cares – focused on closing the persistence and graduation achievement gap	Endowed scholarship to support “CAS Cares” focused on underrepresented, low income, and First Gen students	\$250,000 for CAS cares scholarship by 2025	DO and NU Foundation; CAS Alumni Advisory Council	 Completed and ongoing
Increase outreach and recruitment efforts to enroll URM, Pell-eligible, and first-generation undergraduate and graduate students	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%	Recruitment, DO, all departments and programs; ASEM; Student Affairs	 >50%
Promote opportunities for diverse graduate student requirement through ACM and BTAA	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	10% increase in Pell-eligible students		
Utilize and promote interdisciplinary programs to increase URM student recruitment				
DEO training and guidance for developing diverse faculty and staff hiring strategies	Successful hiring requests will have a clear and compelling plan for ensuring a diverse pool of applicants	AY 21–22: faculty and staff hiring request forms require diverse hiring strategy	All faculty and DEOs	
BRIDGE and implicit bias training for all faculty and staff – in addition to ICE training	BRIDGE and implicit bias training is required with the formation of search committees; training is completed together as a committee	100% participation by AY 21–22	ODI; every faculty and staff search committee member	

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



N2025 AIM:








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

CAS AIM:

INVESTING IN LEADERSHIP AND PROFESSIONAL GROWTH

CAS Goals:

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

Strategies	Expectations	Metrics	Responsibility	Progress
Conduct needs assessment of leadership and professional development goals for all students, staff, and faculty	Needs assessment will inform CAS strategies for facilitating and investing in professional development for undergraduate and graduate students; faculty and staff	Needs assessment conducted in fall 2021; professional development action plan established by spring 2022	DO, Staff Council, CASSAB and Student Ambassadors	 >50%
Assess graduate student mentoring programs in all CAS units	Facilitate best practices in support of graduate student mentoring, student life and wellness	Collect and analyze plans in AY 21-22; formulate guidance for units and CAS resource plan	DO, Graduate Chairs, Graduate Students	 50%
College bylaw change will include lecturers in college faculty meetings	Lecturers will have standing as voting members of the faculty in college meetings	Spring 2021 lecturer right to vote in college-wide faculty meetings	All faculty, DO	
College will provide new guidelines for hiring, promoting, and evaluating lecturers	Working conditions for lecturers will be improved through clear and transparent guidelines	Implementation by the start of AY 21-22	DO, DEOs, and all faculty	
College-wide staff meetings will be held at the start of each new semester	Staff will be actively engaged participants in advancing the strategic goals of the college	Twice annual all-college staff meetings	DO and Staff Council	 >50%
Documented mentoring plans in all units	A robust culture of mentoring is sustained throughout the college for staff and faculty of all ranks	Mentoring plans in 100% of CAS units by AY 20-21	All faculty and staff; DO	
Establish annual Mentoring Award for faculty and staff	Honor and reward exemplary mentoring by faculty and staff	2 Awards made for AY 2020-21; expand the # of awards to 4 by AY 21-22 (2: faculty and 2: staff)	DO with support from all faculty and staff	

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



CAS STRATEGIC

PLAN

AFFS	Academic Freedom and Freedom of Speech Committee
ACM	Associated Colleges of the Midwest
ASEM	Academic Services and Enrollment Management
BTAA	Big Ten Academic Alliance
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
REU	Research Experience for Undergraduates
TRIO	Upward Bound, Talent Search, and Student Support Service
UCARE	Undergraduate Creative Activities and Research Experience program
UEd	Undergraduate Education
UEdWG	Undergraduate Education Working Group
UAAD	Univ. Association for Administrative Development
UNOPA	University of Nebraska Office Professionals Association
URM	Underrepresented Minority



COLLEGE OF ARTS AND SCIENCES