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# UNO Strategic Planning Forum (SPF) Minutes Friday, January 22, 2016

UNO Office of Institutional Effectiveness  
*University of Nebraska at Omaha*

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# UNO Strategic Planning Forum (SPF) Minutes

Friday, January 22, 2016

UNO Alumni Center

## Attendees: 201

**Host Dan Shipp** – Dan Shipp opened the forum at 8:30 A.M. with a welcome and explanation of how the forum would proceed. Shipp asked for a volunteer at each table to consolidate table ideas for the group activity.

### **Chancellor's Welcome** - Chancellor Christensen

Chancellor Christensen welcomed the attendees and singled out David Richards, new Dean of the Library coming to us from Missouri State. He explained that Strategic Planning is critical to campus and campus advancement and our Strategic Planning Steering Committee was in charge of putting this meeting on today. The next Forum will take place on May 9, 2016. He pointed out that there is a lot of discussion of UNO throughout the community, from academics to community engagement to national recognition. The UNO community is responsible for the positive view of UNO throughout the Omaha community. We are telling our story. He observed that UNO students, faculty, and staff were out in the community on MLK day and this further bolsters the positive view of UNO in the community. Having the President of the United States at UNO was a tremendous honor and opportunity for UNO. President Obama complemented the team at UNO; everything went smoothly and thanks to everyone at UNO.

Chancellor Christensen pointed out that the fall 2015 survey of the community is important; the responses were great and often detailed. Thanks to Hank Robinson and his team for putting survey results together. In reviewing the survey, the top issue suggested for the next 10 years was parking. We are building a 1,300 bay parking garage on the Pacific Campus. Developing revenue alternatives to state-aid and tuition is also incredibly important. We have combined the Alumni Association with the Foundation to collectively do a better job to increase funding. Dan Shipp and his team have put a report together to explore the costs associated with bringing the enrollment at UNO to 20,000.

The second survey question had to do with State and Metro issues. Top to bottom, they are all important things to target. The third survey question had to do with the importance of culture of quality and telling our story. Analytics are an important part of our future and benchmarks comparisons to our peer institutions are important. Two other questions, on collaborations and accomplishments in the next 10 years, generated more than 40 pages of detailed responses that are very informative and futuristic. We will be providing more information on the survey to you at the May 9 Community Strategic Planning Forum.

The Chancellor thanked attendees for being here today.

## **2020 and Beyond - Dan Shipp and Omar Correa**

Dan Shipp and Omar Correa gave an update on what it takes to grow to a campus of 20,000 students; how does UNO ensure quality but still grow student enrollment. Recruitment and retention needs to be a focus. Important areas to consider are: academic growth opportunities, recruitment strategies, retention strategies, integrated communication planning, and resource analysis (financial). UNO currently has 12,488 undergraduates and 3,038 graduate students; 45% of our students are first generation – so we are fulfilling our mission. Fall 2015, UNO had 2,007 new first years, a 9% increase in undergraduates, and a 10% growth in graduate students. Diversity will be key to our future. We need to continue our student search process efforts related to transfer sophomores and juniors, minorities, adults, Omaha Public School, international, and out-of-state students. There are 250,000 adult students in the metro area that have some college but have not completed a degree. This presents an amazing opportunity. UNO needs to make sure no matter where students come from they are welcomed and helped through the transition. Financial aid is a leveraging arm for recruitment. Families are dependent on student aid. We need to support graduation.

The new housing project, Maverick Landing will be a 450-bed expansion to housing. It will also contain walk up academic and career advising, enrollment advising, and welcome center. This should be a game changer for UNO.

Enrollment Management thanks you for all your help and we are excited about the future.

## **Strategic Refining: Next Steps - Deborah Smith-Howell (Group Activity)**

Deborah Smith-Howell explained that the Forum is an incredibly important opportunity to gather new information, and UNO wants attendee input. The strategic plan – mission, vision, and strategic goals – have been reaffirmed and revised. Our next step is to look at the substructure and refresh it. There is a task force that is gathering input, and this Forum is an important part of that process as well. We will use the Chancellor's survey and surveys of community groups, but today Forum attendees will be providing their input. By 2017 UNO will have a completely refreshed strategic plan. Smith-Howell explained that each person received a sheet with the mission, vision, and values on one side, and a place to suggest participant priorities for academic excellence, student centered and community engagement goals on the opposite side. Attendees were asked to list their priorities under each goal. The table captain will then consolidate the goals for the table and this sheet will be handed in so that later in the forum the attendees can participate in a dot prioritizing exercise.

## **New News Team –**

### *Public Safety Update: Charlotte Evans*

Charlotte Evans explained she is new; came from UNL (where she worked for 24 years) and started with UNO in June 2015. Charlotte described that Public Safety services included: security patrol, emergency assistance, behavioral review, building access (moving toward electronic office access), CCTV (placement is important to campus safety), active shooter training, and work site surveys (to review safety of work sites). She introduced Assistant Chief Mike Murphy, who works with patrol operations. Evans affirmed that as we grow our campus, public safety staff includes sworn officers to work in concert with Omaha police, stating that we need to grow

public safely along with the growth of UNO. UNO is participating in CALEA accreditation to make sure that we have best practices in place.

*Title IX: Charlotte Russell*

Charlotte Russell discussed University of Nebraska (NU) system compliance activities that include Title IX staff from all NU campuses getting together to write understandable policies to be submitted to the regents. The compliance officers have undertaken outreach to the university community to better understand Title IX. Staff, faculty, and student participation in online Title IX training across campuses have reached 20-40% across the various campuses. There has been an increase in calls regarding Title IX in the wake of this training. UNO hosted a Title IX consortium of compliance officers in the region. Creighton hosted the second consortium and Metro Community College will host the next consortium. Title IX experts have been in to train Athletics and the Administrators at UNO. The National College Health Assessment survey at UNO now has additional questions regarding Title IX issues that should give UNO more information. UNO screened *The Hunting Ground*, about the response of administrators in universities across the country to sexual assault, to student leaders to make sure they understand UNO administration commitment to get feedback and to get the title IX message out. Title IX has linked to Diversity and Equity pages on the Title IX website.

*Diversity Inclusion Committee: Jonathan Benjamin-Alvarado*

Jonathan Benjamin-Alvarado shared that the Senior Vice Chancellor has charged this committee to review inclusion across the UNO campus. This includes veterans, adult learners, and first generation students. The Committee is off to a solid start with an excellent group of UNO participants. The objective is to intentionally raise the strategic significance of "Inclusion Excellence" to the level of our three core values. Faculty and staff at UNO needs more diversity. Native American, African American and Latino faculty and staff need a stronger presence. By 2030, UNO will be a Hispanic serving institution with 25% Hispanic enrollment, 10% international, 15 % African American, 15% Active duty or veteran; 40% will still be first generation college students. Are we ready to serve these students? UNO initiatives include: naming an inclusion and equity leadership team, rebranding the office of equity, access & diversity, creating a bias and hate reporting response team, improving disability services outreach (including adjuncts), gender and sexuality resource center, re-establishment of a special faculty development program, targeting African American recruiting and retention, bolstering UNO's relationship with veterans (UNO is the #1 school for veterans in country currently), creating a student inclusion council to meet monthly with administrators, integration of a sustained dialogues program. We still need to make sure UNO is a welcoming environment for students, faculty and staff, reduce disparities in retention and graduation across student population, increase diverse faculty and staff, assess and evaluate state of inclusion at UNO. UNO is working with external consultants for focus groups and one on one interviews tied to data analysis.

**Academic Priorities - B. J. Reed**

Reed reported the Academic Priorities process began in 2011. Five academic priorities are: 1) Global and international (global collections group of faculty have been working on curriculum across campus, students working with UNO partners around the globe, political science very active, we have reinstated international studies major); 2) STEM (four communities chairs are

working on strategic plans and reports, working with the Zoo on collaboration, 3) Early child welfare working with the community (lots of work going on in education, and the school of social work is focusing on child welfare), 4) Sustainability (we have a center for Sustainability with undergraduate and graduate levels that is led by Steve Rodie), and 5) Graduate Doctoral Programs which will be discussed by our panel. We are looking at a proposal for a 6<sup>th</sup> priority – Urban/Metropolitan framework.

**Panel on Graduate/Doctoral Programs** – Deborah Smith-Howell, Nancy Edick, Jodi Kreiling, Anthony Stark, & Scott Snyder

*Deborah Smith-Howell*

Smith- Howell provided an overview of doctoral programs at UNO. She explained that the initial doctoral programs were collaborative with UNL (Education Administration & Psychology). The first UNO independent doctoral programs were Criminology and Criminal Justice, Public Administration, and Information Technology (joint with UNL). UNO has recently added doctoral programs in Exercise Science (Biomechanics research) and Biomedical Informatics. UNO is in the process of creating doctoral programs in Transitional Biology and Gerontology. The university is classified as a Carnegie research university (minimum of 20 doctoral degrees annually). UNO is in a group of 350 colleges and universities in the U.S. We need to grow doctoral programs in a way that fits the UNO mission. Growth will be interdisciplinary, possibly with UNMC. Since doctoral programs are expensive, programs should benefit the State.

*Nancy Edick*

Edick presented an overview of the College of Education doctoral programs including Educational Administration and Exercise Science. The Educational Administration doctoral program has a 50% acceptance rate, 90% graduate in six years and most candidates work full time. Exercise Science doctoral students must be fully funded, research is intensive and candidates must finish the program in four to five years. Each program's priority is student centered with lots of flexibility. There is also a focus on serving the needs of the community and collaboration is important. Six of the area's superintendents, 21 principals, and 34 central office administrators are graduates of the Educational Administration doctoral program. Exercise Science is supported by many national grants including DOD.

*Jodi Kreiling*

Kreiling is the chair of the Faculty Senate Academic & Curricular Affairs Committee. Committee members discuss the role of the faculty in expanding doctoral programs. The Faculty Senate committee coordinates faculty curricular review, academic standards review, and writes a resolution regarding the proposed doctoral program. The committee is interested in whether the proposal serves the UNO mission and fits the university. It is important that the Faculty Senate Committee does this in a timely manner so their input is part of the process. The Committee would complete a resolution for a full Faculty Senate vote.

*Anthony Stark*

Stark shared the student perspective of a doctoral student in Public Administration. Recruitment should involve multiple faculty, emphasis and fit, campus visits, and the development of a doctoral itinerary. In applying to UNO he received an immediate email response from the

Director and later that day received a call from a UNO professor. His campus visit included the university and the community interaction. UNO provides an excellent doctoral student orientation. At UNO he is at a nexus of student and colleague. There are annual reviews that emphasize goal setting. The program follows a cohort model (some are funded and some are working professionals) and balances research and teaching. Generally the first assignment is as a teaching assistant, and after training the candidate moves on to being the teacher of record. Students are viewed as the product of UNO. Professional development is a priority for faculty members.

*Scott Snyder*

Snyder reported the Graduate and Creative Activity Fund provided over \$1 million dollars for graduate research. Additionally there are graduate travel grants of \$500 and faculty grants of \$80,000 - \$100,000 a year for faculty research. UNO is currently looking to expand international efforts in Latin America. FIRE faculty programs have also funded graduate assistantships. UNO would like to expand assistantships by encouraging our faculty to look to foundations, industry and community funding. This now makes up 50% of funding with the rest of funding coming from federal programs. Some of the wide-ranging examples of support are funding sources supporting research for countering ISIS; Cyber Security has a contract with the U.S. government; Biomechanics also works with Veterans Affairs.

### **Communicating the Metropolitan University Mission - Erin Owen**

Owen thanked her University Communication staffers and Dr. Gail Baker and reported on the task force that focuses on why we are a metropolitan university and what that means. This is now part of all our communication materials across the university. When the Obama administration called they said they had been studying the UNO website and were interested in coming to UNO. We have had Secretary Hagel visit, Warren Buffet tweeted his first tweet from UNO, and New York Mayor Bill de Blasio came to UNO, but branding of UNO is still an issue. The tweet that Obama was coming to UNO was retweeted by the White House to 8.5 million people. Communications made sure to distribute a UNO fact sheet to the 150 press representatives from around the world. Obama said "Go Mavericks" in his greeting. The President asked who UNO's rival is and Erin said that we didn't have a rival; that we are all about collaboration. Next steps – make sure we have a one-page handout for faculty and staff and make sure that there is broad understanding of what a metropolitan university is.

### **Integrating Accreditation & Planning - Jill Russell (Group Activity)**

UNO has continuous accreditation from the Higher Learning Commission (HLC) since 1939. The Higher Learning Commission covers the entire university, but there are also program specific accreditations. We are on the HLC - AQIP pathway. Accreditation is important for public accountability, quality, and justifies expenditures; we also need to have accreditation for federal financial aid participation. We need to meet AQIP, HLC, Federal compliance requirements and assumed practices. UNO assessment programs include program reviews, program specific SLOs, general education SLOs, surveys of students and alumni. AQIP requirements need to have us demonstrate proficiencies in various categories. Next step – we are gathering evidence and documentation and are writing the Systems Portfolio. Georg Link, a graduate student, raised a question about how this information is shared, and J. Russell explained

that there is an Institutional Accreditation web page (on UNO's site) that can be accessed by the community.

The attendees were then asked to use the dots they were given to show their top priorities suggested during the table brainstorming session held earlier in the day for each goal – Academic Excellence, Community Engagement and Student Centered.

**Coming Attractions - Bill Conley**

Conley provided an update on UNO capital projects. UNO has built \$500 million in projects in the last eight years - 82% funded by non-state sources. New projects include the new housing on the south campus, a new 1250 stall parking structure on the south campus, the Center for Educational Partnership (west of Stinson Park) that will house the UNO childcare facility and Buffet Institute. A state funding request includes an addition to Strauss, and renovation of the Arts & Sciences Hall and Durham Science Center.

**Closing Remarks - Chancellor Christensen**

The Chancellor thanked everyone for taking time out of their busy day to attend the Forum. Please enjoy lunch.

**Lunch and Conversation -** Box lunch buffet was provided.

**Forum Concludes –** Forum concluded at 1:00 P.M.

**The next Strategic Planning Forum will take place on Monday, May 9, 2016**