

2016

UNO Website: Strategic Plan- Steering Committee - Strategic Plan

UNO Strategic Plan Steering Committee University of Nebraska at Omaha

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Strategic Plan

Strategic Plan



The UNO Advantage

Our value is a direct result of our unwavering dedication to our mission and strategic goals: deliver excellence in academics; commit fully to students; and remain locally and globally engaged.

We call this the **UNO Advantage**.



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Placing students first...striving for academic excellence... engaging with the community.

Starting in 1997 with 15 members, the Strategic Planning Steering Committee has been responsible for the on-going development and updating of the UNO Strategic Plan and integration of the plan with other campus-wide planning efforts.

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The Committee

The 2015-16 Strategic Plan Steering Committee membership includes the following individuals:

- John Christensen, Chancellor, Committee Chair
- BJ Reed, Senior Vice Chancellor OASA, Committee Co-Facilitator
- Birud Sindhav, Associate Professor, Management and Marketing, Committee Co-Facilitator
- Jill Russell, Assistant to the Senior Vice Chancellor, Committee Co-Facilitator

Committee Members

- Paul Barnes, Assistant Dean, College of Education
- Melissa Berke, Assistant Dean, College of Communication, Fine Arts, and Media
- Bret Blackman, Chief Information Officer
- Anne Branigan, Senior Vice President, Greater Omaha Chamber
- Juan Casas, Associate Professor, Psychology
- Melissa Cast-Brede, Associate Professor, Teacher Education
- Bill Conley, Vice Chancellor, Business and Finance
- Lee Denker, Jr., President, UNO Alumni Association
- Charlotte Evans, Director, Public Safety
- James Freeman, Director, Multicultural Affairs
- Cecil Hicks, Jr., Assistant Vice Chancellor, Human Resources
- Anne Hindery, Chief Executive Officer, Nonprofit Association of the Midlands
- Lyn Holley, Professor, Gerontology
- Stephen Houston, ESL Specialist, International Studies and Programs
- Brock B. Lewis, Student Regent
- Kathleen Lyons, Assistant to the Associate Vice Chancellor, Office of Civic and Social Responsibility
- MaryLee Moulton, Graduate Student, Communication
- Sarah Osborn, Assistant Director ILUNO

- Erin Owen, Executive Director, University Communications
- Mark Pauley, Senior Research Fellow, School of Interdisciplinary Informatics
- Michael Perdunn, Staff Advisory Council President
- T. Hank Robinson, Director, Office of Institutional Effectiveness
- Deborah Smith-Howell, Associate Vice Chancellor Academic Affairs and Dean of Graduate Studies
- Sara Woods, Executive Associate to the Senior Vice Chancellor for Community Engagement

The Steering committee's activities include:

- Identifying task force updates
- Reports from the Faculty Senate, Staff Advisory Council and Student Government
- Accreditation discussion
- Presentations and reviews of pertinent reports and data
- Identifying annual projects for committee

In addition, the Steering Committee Organizes and hosts two annual forums; one for internal UNO community; the second of which is extended to include community members and partners.

The University of Nebraska at Omaha has been involved in strategic planning since its doors opened in 1908. In 1997 that involvement expanded into a new campus-wide strategic planning initiative. Faculty, staff, students and members of the community have created a dynamic process that encourages good ideas, allows employees to shape direction, and is transforming our institution.

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Forums

UNO Strategic Planning Forums are designed to help the campus chart a course of action for achieving its **three over-arching goals**:

- **Student Centered**
- **Academic Excellence**
- **Community Engagement**



Input from students, staff, faculty and community members is an integral part of the advances. The University uses this input to refine the goals and objectives of the strategic plan and to gauge the new direction of the university. These forums are held annually.

- [Presentations from the May 2016 Strategic Planning Forum](#)

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The Plan

Mission

The University of Nebraska at Omaha is Nebraska's metropolitan university – a university with strong academic values and significant relationships with our community that transforms and improves life.

UNO will:

- Place students at the center of the educational enterprise;

- expand the educational achievement, intellectual aspirations and horizons of our students with local, state, national, and global communities;
- Offer comprehensive educational programs and services of the highest quality;
- Serve as a recognized center for research, scholarship, creative expression and artistic performance designed to meet the broader community's needs;
- Provide outreach partnerships that address the concerns and interests of the broader external community and, in doing so, become an integral part of the community;
- Build understanding and respect in academic and human relationships by reflecting the dynamic and culturally rich nature of the metropolitan area;
- Exercise statewide responsibility for selected graduate and undergraduate programs.

Vision

The University of Nebraska at Omaha will be a metropolitan university of high distinction – a university with strong academic and scholarly values distinguished by creative relationships with the communities we serve.

Values

The University of Nebraska at Omaha community is a diverse group of individuals sharing core values and working together to accomplish a common mission and vision.

UNO:

- Believes that knowledge enriches the lives of all people and is committed to preparing students to face the challenges of living and learning in an ever-changing world;
- Strives for an ideal educational partnership characterized by the commitment of: students to learning;
- faculty to the highest ideals of teaching, research, service; and staff to the highest standards of education and service;
- Values the welfare, talents, and future of our employees and commits to expanding their professional development;
- Values the educational, cultural, and economic strengths of our communities and is committed to enhancing these through teaching, research, service and outreach;
- Values educated and healthy citizens and is committed to offering programs that improve their quality of life;
- Encourages, celebrates, and adopts the principles of inclusion, representation, openness and diversity.

Goal 1: UNO will be recognized as a student-centered metropolitan university. (Revised October 2012)

Students are UNO's key constituents and, as UNO strives to achieve its vision, UNO commits to develop and serve a diverse student body reflecting a dynamic metropolitan community.

Sub-Goal A: UNO's academic programs, advising, student life and support services, and intercollegiate athletics will reflect the academic, career and personal goals of all students.

UNO will:

- Objective 1:** Offer curricula that provide a strong academic foundation.
- Objective 2:** Ensure that student development and goal attainment will be in the top 25 percent of UNO's peer institutions.
- Objective 3:** Refine the process by which transfer students matriculate to UNO from community colleges, four-year colleges/universities and international institutions.
- Objective 4:** Offer alternate delivery methods, such as online education, study abroad,

and flexible course format, to increase accessibility and adaptability of academic programs consistent with student demand and resource availability.

Objective 5: Ensure that intercollegiate athletics reflect UNO's emphasis on developing life skills and maintaining an engaged and energetic campus community.

Objective 6: Foster an environment that promotes effective advising, engaged student life and support services to maximize student success.

Sub-Goal B: UNO students will be prepared for careers and professional responsibilities in an increasingly complex world.

UNO will:

Objective 1: Provide a distinctive intellectual, cultural, physical and social learning environment to strengthen academic programs, leadership opportunities, self-development, and growth for all students.

Objective 2: Help UNO students to benefit from the opportunities in and interaction with the metropolitan environment.

Objective 3: Ensure that UNO graduates will meet or exceed employers' expectations and that graduates will be satisfied with their preparation and the opportunities for employment.

Sub-Goal C: UNO students will be prepared as engaged citizens and community leaders actively participating in the local, national and global communities.

UNO will:

Objective 1: Offer programs to enhance student awareness of community and global issues.

Objective 2: Offer programs to foster critical thinking about social issues.

Objective 3: Offer programs to develop community leaders with the skills to respond to local, national, and global issues.

Sub-Goal D: UNO will increase the educational opportunities for students from under-represented populations.

UNO will:

Objective 1: Increase recruitment, retention, and graduation rates of students from under-represented populations.

Objective 2: Recognize the unique challenges faced by under-represented populations and sustain and expand programs that are responsive to students' needs.

Objective 3: Increase recruitment and retention of a diverse faculty and staff.

Sub-Goal E: UNO will foster an institutional culture and climate that attracts and develops students, faculty and staff of diverse talents and backgrounds.

UNO will:

Objective 1: Demonstrate and assess a welcoming environment based on a community of learners and an appreciation of differences.

Objective 2: Recruit and support underrepresented students from Omaha and the metropolitan region.

Objective 3: Design, maintain, promote and assess programs and services designed to recruit and develop student, faculty, and staff of diverse talents and backgrounds.

Objective 4: Recruit and support international students.

Sub-Goal F: UNO will grow its regional and national reputation as a first choice metropolitan university.

UNO will:

Objective 1: Increase the enrollment of high school students who are in the top 10 percent of their graduating class.

Objective 2: Increase the number of high school students who consider UNO their first choice for an undergraduate education.

Objective 3: Increase the number of post-baccalaureate students who consider UNO as their first choice for graduate education.

Objective 4: Increase the number of non-traditional students and community college students who consider UNO their first choice for an undergraduate education.

Objective 5: Increase undergraduate and graduate enrollment to reach 20,000 students by 2020.

Goal 2: UNO will be recognized for its academic excellence as a leading metropolitan university.

UNO, led by the faculty, in collaboration with staff and students, strives for excellence at all levels of teaching, learning, scholarship, research, and creative activity consistent with its metropolitan mission. Excellence is demonstrated in programs and areas of distinction, high quality undergraduate education, and strong graduate research/professional programs.

Sub-Goal A: UNO will meet the highest aspirations of students drawn to a metropolitan campus.

UNO will:

Objective 1: Value and reward faculty teaching, research and creative activity.

Objective 2: Continually improve instruction through engaging and evidence-based pedagogical techniques, effective use of current technologies, and appropriate outcome assessment strategies.

Objective 3: Increase opportunities for integrating research and creative activity into the learning experience of all students.

Objective 4: Provide supportive academic resources, such as the library, information services, student technology infrastructure and academic advising, to meet the multiple needs of students and those who instruct them.

Objective 5: Increase opportunities for on-going lifelong educational experiences.

Sub-Goal B: Led by its faculty scholars/artists, UNO will increase its commitment to building and strengthening academic programs of excellence.

UNO will:

Objective 1: Have and promote nationally or internationally recognized programs of excellence.

Objective 2: Target specific outreach activities as a basis for developing academic programs that stress service learning and community outreach.

Objective 3: As an attestation of academic excellence, be ranked among the "top three institutions for learning" by prospective college students in Nebraska and Western Iowa.

Sub-Goal C: UNO will enhance its status as an outstanding community of scholars and artists.

UNO will:

Objective 1: Encourage faculty research and creative activity, and when appropriate the inclusion of students in such scholarly activities, through increased funding and allocation of time for scholarship and engagement with leading international professionals.

Objective 2: Increase the resources provided to faculty to submit a greater number of

successful proposals for external research and creative activity funding.

Objective 3: Reward, recognize, and promote published research and publicly displayed or performed creative activity.

Objective 4: Increase its public profile by publicizing faculty research and creative activity.

Objective 5: Support the faculty in integrating the metropolitan and global communities in generating research and creative activity.

Objective 6: Actively recruit and retain outstanding faculty and students while supporting our metropolitan mission

Goal 3: UNO will be recognized for its outstanding engagement with the urban, regional, national, and global communities.

In accordance with our mission, UNO is committed to community engagement. UNO defines community engagement as collaboration between the University and its local, regional, national and global communities for the exchange of knowledge and resources. As an engaged campus, UNO is fully committed to creating value through mutually beneficial partnerships where information and expertise is shared and applied for the common good.

Sub-Goal A: UNO will expand its community connections by engaging with partners in instructionally-based academic and educational activities.

UNO will:

Objective 1: Each of the UNO colleges will increase the number of undergraduate and graduate courses with service learning components by 25%.

Objective 2: UNO will establish dual enrollment course agreements and offerings with all the public school districts in the Metropolitan Omaha Educational Consortium.

Objective 3: UNO will expand its curriculum and transfer articulation agreements with all community colleges in Nebraska and southwestern Iowa.

Objective 4: UNO will expect that all students complete a minimum of 20 hours of service or community engaged scholarship, such as volunteering, service learning experiences, and/or internships.

Objective 5: UNO will, in collaboration with schools, businesses, and other community partners, increase the number of joint courses and joint continuing learning/professional development.

Objective 6: UNO will increase its commitment to working with students, countries, and institutions around the world.

Sub-Goal B: UNO will increase its research and creative activity that expand and advance the study and nature of community engagement.

UNO will:

Objective 1: UNO faculty and researchers will research, write and publish an increasing number of projects which may be described as "scholarship of engagement."

Objective 2: UNO faculty, staff and students will apply for and be granted external funding for doing "scholarship of engagement".

Objective 3: UNO faculty, staff and students will create and disseminate artistic and media projects which add to the existing integration of the scholarship of engagement and actual community engagement in fields such as voluntary community service.

Objective 4: UNO faculty, staff and students will document UNO's community engagement in such a way that the documentation may be used by UNO and other researchers and creative artists engaged in the scholarship of engagement.

Sub-Goal C: UNO students, faculty, staff and constituencies will engage with our communities through service, involvement and support.

UNO will:

Objective 1: UNO will broaden its presence in the community through engagement in non-academic service areas.

Objective 2: UNO will encourage knowledge, involvement, and support of community engagement opportunities by the campus community.

Objective 3: UNO will establish a process for gathering and documenting service engagement by the campus community.

Objective 4: UNO will increase the involvement of alumni and friends to advance UNO's priorities.

Sub-Goal D: UNO will provide leadership through developing and expanding the infrastructure, resources, policies, and practices that support the university's commitment to engaging with the community.

UNO will:

Objective 1: UNO will have a Community Engagement Center on campus that provides offices, learning spaces, meeting spaces, and community areas in support of work with community partners.

Objective 2: Working with governance units across the campus and colleges, UNO will embed the culture of community engagement into its evaluation and review systems.

Objective 3: Working with governance units across the campus and colleges, UNO will expand the network of resources for supporting and encouraging local, regional, and international community partnerships.

Objective 4: UNO will establish mechanisms for recognizing excellence in contributions and achievements that advance partnerships aimed at addressing the compelling needs in our community.

Objective 5: UNO will create communication strategies through which campus and community needs and opportunities are articulated and disseminated to internal and external constituencies.

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