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THIS ACTION PLAN

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After completion of Phase I of the Strategic Plan for the University of Nebraska at the end of 2006, leaders for eight major elements of the Strategic Plan were appointed and asked to develop Phase II Action Plans for their areas. This Action Plan deals with Academic Advancement at UNK.

A team of leaders in Academic and Student Affairs worked to develop concepts and action agendas to address the Academic Advancement component of the Strategic Plan. The team began work in winter of 2007 and by April had developed 79 initiatives to address elements of the five major goals of the Strategic Plan. These initiatives were based on assessment data, data from Institutional Research, Opinion Surveys of faculty and students, and planning occurring in General Studies Roundtables. A summary of the data and results was presented to the Strategic Planning Committee in April 2007. The 79 initiatives are available upon request.

In summer 2007, newer data from the 2007 NSSE results and more recent data from Institutional Research were summarized and discussed on campus. The team members reviewed the newer data and original initiatives in October. During that process the initiatives were prioritized, and reduction of the number of initiatives upon which to focus was a major goal. In this endeavor, the number of initiatives that received a sufficiently high ranking to remain in the Action Plan was reduced to 16 high priority initiatives. The reduction was achieved by assessing each initiative as to its importance, its potential to support achievement of our strategic plan goals and strategic frameworks, its direct relation to Academic Affairs managerial authority, and whether it might more properly be placed in another Planning Group’s plan. These 16 initiatives made up the Academic Advancement Action Plan presented to the Strategic Planning Committee on November 12, 2007. Subsequently, two additional initiatives were added, bringing the total to 18. The relationship between an initiative and the University of Nebraska Board of Regents Strategic Frameworks is also stated.
SECTION 2 / PURPOSE AND PLANNING PARAMETERS

The Phase I Strategic Plan for the University of Nebraska at Kearney espouses the university mission: “The University of Nebraska at Kearney is a public, residential university committed to be one of the nation’s premier undergraduate institutions with excellent graduate education, scholarship, and public service.” It asserts an ambitious and worthy vision: “The University of Nebraska at Kearney will achieve national distinction for a high quality, multidimensional learning environment, engagement with community and public interests, and preparation of students to lead responsible and productive lives in a democratic, multicultural society.” It also recognizes and expands upon our core values: “Learning Matters” and “People Matter.” In short, our purpose and challenge is to plan for the richest scholarship experience and best learning community at UNK possible. Our envisioned outcomes are:

- We will graduate persons who know the accomplishments of civilizations, who value disciplined thought, and who are prepared for productive careers, further education, and responsible citizenship.
- We will advance state and community interests by applying university educational programs and other expertise to meet public needs.
- We will be known nationally as among the best universities of our kind.

To achieve our mission, vision, core values, and envisioned outcomes, the Strategic Plan states and elaborates five Major goals:

I. Learning Goal: To enlarge students’ understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.

II. Scholarship Goal: To advance academic disciplines, curriculum, and pedagogy, and Nebraska/community interests through excellent scholarship.

III. Student Development Goal: To graduate individuals who are prepared for the responsibilities and opportunities of leadership, citizenship, and careers in a pluralistic, democratic, multicultural, and entrepreneurial society.

IV. Outreach and Engagement Goal: To help people, businesses, communities, and the state achieve their educational and developmental aims.

V. Organizational Development Goal: To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.
A team of leaders in Academic and Student Affairs worked during 2007 to develop concepts and action agendas to address the Academic Advancement component of the UNK Strategic Plan. The planning tied UNK Mission, Vision, Core Values, and Envisioned Outcomes to each item (initiative) developed. Therefore, academic excellence of a premier undergraduate university seeking national distinction for its undergraduate and graduate programs and public service were vital themes that guided the planning process. This planning process relied on data and professional experience of the planners, who included the deans and directors of programs in academic and student affairs. The data available included assessment data on key programs, such as General Studies, and the planning occurring at the time in the General Studies Roundtables; Nebraska demographic trends; data annually compiled by Institutional Research; Opinio Surveys of faculty and students; and National Survey of Student Engagement (NSSE) data collected in four years, covering a six year period.

The data and our experience inform us that there are issues related to all five strategic goals that strongly affect the capacity of the academic program at UNK to move the institution toward our mission, our vision, and our envisioned outcomes. These generally fall into six categories of problems to be addressed: the quality of the academic core, especially general studies, and related campus-wide programs at UNK -- i.e., curriculum enhancement; faculty diversity, recruitment, retention, and support -- i.e., faculty enhancement; quality and quantity of scholarly research and creative expression, i.e., scholarship enhancement; student recruitment, success, diversity, engagement, and global perspective -- i.e., student development; academic and practical service to the region and state, meeting the needs of citizens and business, and cultural enhancement of the region -- i.e., university outreach; and facilities, personnel, and organizational improvement – i.e., institutional infrastructure enhancement.

The team members reviewed the data and developed a set of 79 initiatives that addressed academic issues in all five goals of the UNK Strategic Plan. Once these initiatives were articulated, the team began the process of reducing the number of initiatives upon which to focus as an action plan. This further selection process was achieved by assessing each initiative as to its importance, its potential to support achievement of our Mission, Vision, Core Values, and Envisioned Outcomes, our Strategic Plan goals and NU Strategic Frameworks goals, its direct relation to Academic Affairs managerial authority, and whether it might more properly be placed in another Planning Group’s plan. In this endeavor, the number of initiatives that received a sufficiently high ranking to remain in the Action Plan was reduced to 16 high priority initiatives. After presentation to the UNK Strategic Planning Committee on November 12, two additional initiatives were added, bringing the total to 18. In Section 3 below, each initiative is stated and the relationship between the initiative and the University of Nebraska Board of Regents Strategic Frameworks is indicated.

Thus, this Phase II Academic Development Plan focuses on the elements of each major goal and objective that directly relates to the University’s academic mission in all its dimensions. This action plan is organized around the five major goals. Generally, it is difficult to project costs accurately for many items the plan recommends. Therefore, a scheme of symbols is used: minimal = no more than a few thousand dollars per year is anticipated, $ = up to $50,000 in a year or annually, $$ = between $50,000 and $250,000 in a year or annually, $$$ = above $250,000 in a year or annually.
The problems this plan seeks to address fall into six categories: curriculum enhancement, faculty enhancement, scholarship enhancement, student development, university outreach, and institutional infrastructure enhancement. This plan identifies initiatives that address each of these problems and also identifies the associated UNK Strategic Plan goals and the NU Strategic Framework goals.

A. CURRICULUM ENHANCEMENT  
Priority 1 for Category A, Overall Priority: 1

I. LEARNING GOAL: To enlarge students’ understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.

Objective 4: Maintain an undergraduate curriculum that engages students broadly with the liberal arts and sciences and features a comprehensive array of majors and experiential learning opportunities.

Initiative 1: Develop students’ ability and confidence to think critically and to express thoughts well orally and in writing. Inculcate skills and attitudes needed for lifelong learning. Integrate general education goals across disciplines and within major courses of study, clarifying the relevance of general studies to academic specialties and career aspirations. Specifically, Revision of General Studies Program at UNK.

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<tr>
<th>Responsible for Implementation</th>
<th>Resource Requirements Sources</th>
<th>Timeline</th>
<th>Measure of Progress</th>
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</table>
| • General Studies Roundtables of Faculty Senate  
• Faculty Senate  
• General Studies Council  
• Deans and Colleges  
• VCAASL  
• APR Committee | • Faculty and Administrator Time  
• $: Review  
• $$: Training, collaboration, new courses, etc. | 1. Roundtable Phase 1 completed by May 2005  
2. APR completed by April 1, 2007  
3. Roundtable Phase 2 completed: Fall 2007  
4. Faculty Senate approval of Phase 2 12/15/07  
5. General Studies Council development of new program in consideration of Phase 2 recommendations completed by 5/2008  
6. Discussion of new program and ratification by Colleges by 11/30/08  
7. Implementation of new program to begin in Fall 2009.  
8. Continuous assessment of effectiveness, alterations as required | • Phase I report  
• APR Report  
• Phase II report  
• Senate Approval  
• New Proposed General Studies Program  
• Ratification  
• Implementation  
• Assessment results |
A. CURRICULUM ENHANCEMENT  

Priority 2 of Category A, Overall Priority: 8

I. LEARNING GOAL: *To enlarge students' understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.*

**Objective 4:** Maintain an undergraduate curriculum that engages students broadly with the liberal arts and sciences and features a comprehensive array of majors and experiential learning opportunities.

Initiative 4: Expand opportunities for global learning and awareness of global and multicultural perspectives.

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<tr>
<th>Responsible for Implementation</th>
<th>Resource Requirements Sources</th>
<th>Timeline</th>
<th>Measure of Progress</th>
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</thead>
<tbody>
<tr>
<td>• International Education</td>
<td>• $ to $$</td>
<td>• Ongoing</td>
<td>• Number of international students studying at UNK</td>
</tr>
<tr>
<td>• General Studies</td>
<td></td>
<td></td>
<td>• Number of multicultural students studying at UNK</td>
</tr>
<tr>
<td>• Ethnic Studies</td>
<td></td>
<td></td>
<td>• Number of General Studies courses with International components in them</td>
</tr>
<tr>
<td>• VCAASL</td>
<td></td>
<td></td>
<td>• Number of Ethnic Studies courses in General Studies Program</td>
</tr>
<tr>
<td>• Deans</td>
<td></td>
<td></td>
<td>• Number of collaborative programs between international universities and UNK</td>
</tr>
<tr>
<td>• Departments</td>
<td></td>
<td></td>
<td>• Number of students participating in study abroad opportunities</td>
</tr>
<tr>
<td>• University Assessment</td>
<td></td>
<td></td>
<td>• Number of study abroad programs in General Studies Program</td>
</tr>
</tbody>
</table>

**STRATEGIC FRAMEWORK: Goal 3.** The University of Nebraska will play a critical role in building a talented, competitive workforce and knowledge-based economy in Nebraska in partnership with the state, private sector and other educational institutions.

c. Increase the number of nonresident students who enroll at the university.

e. Increase the global literacy of our students and citizens.
A. CURRICULUM ENHANCEMENT

Priority 3 of Category A, Overall Priority: 9

I. LEARNING GOAL: To enlarge students’ understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.

Objective 3: Achieve national distinction in programs having special strength, comparative advantage, or demonstrable potential.

Initiative 1: Where programs achieve external notice of excellence, allocate resources to help them attain even higher levels of recognition.

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<tr>
<th>Responsible for Implementation</th>
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<th>Measure of Progress</th>
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</thead>
<tbody>
<tr>
<td>• VCUR</td>
<td>• Minimal to $:</td>
<td>• Ongoing</td>
<td>• Publicly recognize and provide tangible rewards to faculty and programs that have achieved national or international recognition for excellence</td>
</tr>
<tr>
<td>• University Assessment</td>
<td>• Accreditations and to create rewards</td>
<td></td>
<td>• Publicly recognize and provide tangible rewards to faculty and programs that have achieved national or international accreditation.</td>
</tr>
<tr>
<td>• VCAASL</td>
<td></td>
<td></td>
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<tr>
<td>• Deans</td>
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<td></td>
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<tr>
<td>• Departments</td>
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STRATEGIC FRAMEWORK: Goal 2. The University of Nebraska will build and sustain undergraduate, graduate and professional programs of high quality with an emphasis on excellent teaching.

b. Pursue excellence in programs where the university can be a regional, national and/or international leader.
A. CURRICULUM ENHANCEMENT

I. LEARNING GOAL: To enlarge students’ understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.

Objective 1: Recruit and retain a diverse faculty of scholars who teach well.

Initiative 5. Maintain the historical premium on small class sizes, teaching delivered by full-time faculty with terminal degrees, and close faculty and staff attention to helping students to succeed academically.

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</thead>
<tbody>
<tr>
<td>• VCAASL</td>
<td>• $$ annually</td>
<td>• Ongoing</td>
<td>• Keep student to faculty ratio for UNK at present levels (~17:1)</td>
</tr>
</tbody>
</table>
B. FACULTY ENHANCEMENT  

I. LEARNING GOAL: *To enlarge students’ understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.*

**Objective 1:** Recruit and retain a diverse faculty of scholars who teach well.

Initiative 1: Provide faculty compensation at competitive levels. Initiate study of salary short-falls in recruitment and retention of faculty (e.g., department by department).

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</table>
| • Colleges  
  • Departments  
  • Human Resources  
  • Institutional Research | • No direct costs during the analytical period  
• An average of $35,000 to $40,000 per position per year to cover shortfall in salary and benefits is anticipated | • Ongoing | • Number of position offer declines based on salary  
• Number of faculty resignations due to higher salary offers |

STRATEGIC FRAMEWORK: **Goal 2.** The University of Nebraska will build and sustain undergraduate, graduate and professional programs of high quality with an emphasis on excellent teaching.  

a. Recruit and retain exceptional faculty and staff, with special emphasis on women and persons of color.  
   i. Faculty salaries and incentives (awarded on the basis of merit) and fringe benefits should exceed the average of peer institutions.  
   ii. Each campus shall conduct campus climate surveys and minimize the differences in assessment of climate among various groups of employees, especially women and persons of color.  
   iii. Each campus shall endeavor to exceed the average of its peers in the proportion of the faculty who are women or persons of color, employing measures permitted by state and federal law.
B. FACULTY ENHANCEMENT  

Priority 2 of Category B, Overall Priority: 3

II. SCHOLARSHIP GOAL: To advance academic disciplines, curriculum, and pedagogy, and Nebraska/community interests through excellent scholarship.

Objective 1: Strengthen the role of scholarship within UNK’s academic culture.

Initiative 1: Nurture and reward the research capability of tenure-track faculty through workload adjustments, mentoring arrangements, and resource allocations that do not adversely affect the quality of departmental instruction.

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<tbody>
<tr>
<td>VCAASL</td>
<td>$$: Increased release time for scholarship</td>
<td>Ongoing</td>
<td>Hire faculty who have the tools and commitment to do scholarship</td>
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<tr>
<td>Deans</td>
<td></td>
<td></td>
<td>Chair appoints a mentor (inside or outside the department) who is active in research for each new professor</td>
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<tr>
<td>Department Chairs</td>
<td></td>
<td></td>
<td>VCAASL addresses the importance of scholarship at new faculty orientation</td>
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<tr>
<td>Graduate Studies and Research</td>
<td></td>
<td></td>
<td>Require that new faculty attain Graduate Faculty status by promotion</td>
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<td>Faculty</td>
<td></td>
<td></td>
<td>Provide scholarly release (9 hour loads, maximum) until tenure for new faculty hire</td>
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<tr>
<td>Sponsored Programs</td>
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<td></td>
<td>Provide scholarly release (9 hour loads) after tenure for scholarship-productive faculty</td>
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<tr>
<td>Institutional Research</td>
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<td></td>
<td>Increase faculty buy outs for scholarship</td>
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<td>Incorporate recommendations of APRs</td>
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<td>Number of peer-reviewed articles, books, exhibitions, and performances each year</td>
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<td>Number of external presentations each year</td>
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STRATEGIC FRAMEWORK: Goal 4. The University of Nebraska will pursue excellence and regional, national and international competitiveness in research and scholarly activity, as well as their application, focusing on areas of strategic importance and opportunity.

b. Increase undergraduate and graduate student participation in research and its application.

c. Encourage interdisciplinary, intercampus and inter-institutional collaboration.

d. Encourage and facilitate the commercialization of research and technology to benefit Nebraska.
B. FACULTY ENHANCEMENT

I. LEARNING GOAL: To enlarge students' understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.

Objective 1: Recruit and retain a diverse faculty of scholars who teach well.

Initiative 2: Foster excellence in teaching through mentoring programs and by emphasis in policies governing workload, promotion, and tenure. Also see Goal II, Objective 1, Initiative 1.

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<tbody>
<tr>
<td>• VCAASL</td>
<td>• $$: Increased release time for scholarship also promotes excellent teaching</td>
<td>• Ongoing</td>
<td>• Hire faculty who have the tools and commitment to do scholarship and excellent teaching</td>
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<tr>
<td>• Deans</td>
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<td>• Chair appoints a mentor who is active in research and is an effective teacher for each new professor</td>
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<td>• Department Chairs</td>
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<td>• Provide scholarly release (9 hour loads, maximum) until tenure for new faculty hire</td>
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<tr>
<td>• Graduate Studies and Research</td>
<td></td>
<td></td>
<td>• Provide scholarly release (9 hour loads) after tenure for scholarship-productive faculty</td>
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<tr>
<td>• Faculty</td>
<td></td>
<td></td>
<td>• Monitor teaching effectiveness through mentor review and student evaluations</td>
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<td>• University Assessment</td>
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B. FACULTY ENHANCEMENT

Priority 2 of Category B, Overall Priority: 3

II. SCHOLARSHIP GOAL: To advance academic disciplines, curriculum, and pedagogy, and Nebraska/community interests through excellent scholarship.

Objective 1: Strengthen the role of scholarship within UNK’s academic culture.

Initiative 1: Nurture and reward the research capability of tenure-track faculty through workload adjustments, mentoring arrangements, and resource allocations that do not adversely affect the quality of departmental instruction.

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<td>• $$: Increased release time for scholarship</td>
<td>• Ongoing</td>
<td>• Hire faculty who have the tools and commitment to do scholarship</td>
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<tr>
<td>• Deans</td>
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<td>• Chair appoints a mentor (inside or outside the department) who is active in research for each new professor</td>
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<tr>
<td>• Graduate Studies and Research</td>
<td></td>
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<td>• Require that new faculty attain Graduate Faculty status by promotion</td>
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<tr>
<td>• Faculty</td>
<td></td>
<td></td>
<td>• Provide scholarly release (9 hour loads, maximum) until tenure for new faculty hire</td>
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<tr>
<td>• Sponsored Programs</td>
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<td></td>
<td>• Provide scholarly release (9 hour loads) after tenure for scholarship-productive faculty</td>
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<tr>
<td>• Institutional Research</td>
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<td></td>
<td>• Increase faculty buy outs for scholarship</td>
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<td>• Incorporate recommendations of APRs</td>
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<td></td>
<td>• Number of peer-reviewed articles, books, exhibitions, and performances each year</td>
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<td>• Number of external presentations each year</td>
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STRATEGIC FRAMEWORK: Goal 4. The University of Nebraska will pursue excellence and regional, national and international competitiveness in research and scholarly activity, as well as their application, focusing on areas of strategic importance and opportunity.

b. Increase undergraduate and graduate student participation in research and its application.

c. Encourage interdisciplinary, intercampus and inter-institutional collaboration.

d. Encourage and facilitate the commercialization of research and technology to benefit Nebraska.
B. FACULTY ENHANCEMENT  

Priority 4 of Category B, Overall Priority: 12

I. LEARNING GOAL: To enlarge students’ understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.

Objective 1: Recruit and retain a diverse faculty of scholars who teach well.

Initiative 3: Reward teaching excellence demonstrated by high levels of learning, innovative pedagogy, and graduates’ success in further schooling and careers.

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<th>Measure of Progress</th>
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</thead>
<tbody>
<tr>
<td>VCAASL</td>
<td>$ personnel time</td>
<td>Ongoing</td>
<td>Recognition and expansion of awards to excellent teachers frequently, and tie to rank and tenure records</td>
</tr>
<tr>
<td>Deans</td>
<td></td>
<td></td>
<td>Continuation of awards for (OTICA, UDTA, Leland Holdt, Pratt-Heins, and similar awards)</td>
</tr>
<tr>
<td>Department Chairs</td>
<td></td>
<td></td>
<td>Utilize peer group to pre-screen OTICA and UDTA proposals before submission</td>
</tr>
<tr>
<td>Graduate Studies and Research</td>
<td></td>
<td></td>
<td>Provide scholarly release (9 hour loads, maximum) until tenure for new faculty hire</td>
</tr>
<tr>
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<td>Number of external presentations each year</td>
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</table>
B. FACULTY ENHANCEMENT

Priority 5 of Category B, Overall Priority: 13

I. LEARNING GOAL: To enlarge students’ understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.

Objective 1: Recruit and retain a diverse faculty of scholars who teach well.

Initiative 4: Endeavor to exceed peer institution averages in the proportion of faculty who are women and people of color, especially by enhancing recruitment outreach and identifying prospects at early stages of their academic preparation.

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<th>Measure of Progress</th>
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</thead>
<tbody>
<tr>
<td>• VCAASL</td>
<td>• $$</td>
<td>• Ongoing</td>
<td>• Number of new faculty who are women and persons of color at UNK per year</td>
</tr>
<tr>
<td>• Deans</td>
<td>• Diversity funding</td>
<td></td>
<td>• Retention of women and persons of color</td>
</tr>
<tr>
<td>• Department Chairs</td>
<td>• Grow-your-own programs</td>
<td></td>
<td>• Climate survey results</td>
</tr>
<tr>
<td>• Graduate Studies and Research</td>
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<tr>
<td>• Faculty</td>
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<tr>
<td>• Sponsored Programs</td>
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<tr>
<td>• Institutional Research</td>
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STRATEGIC FRAMEWORK: Goal 2. The University of Nebraska will build and sustain undergraduate, graduate and professional programs of high quality with an emphasis on excellent teaching.

a. Recruit and retain exceptional faculty and staff, with special emphasis on women and persons of color.

i. Faculty salaries and incentives (awarded on the basis of merit) and fringe benefits should exceed the average of peer institutions.

ii. Each campus shall conduct campus climate surveys and minimize the differences in assessment of climate among various groups of employees, especially women and persons of color.

iii. Each campus shall endeavor to exceed the average of its peers in the proportion of the faculty who are women or persons of color, employing measures permitted by state and federal law.
C. SCHOLARSHIP ENHANCEMENT

II. SCHOLARSHIP GOAL: To advance academic disciplines, curriculum, and pedagogy, and Nebraska/community interests through excellent scholarship.

**Objective 2:** Increase the amount and variety of high quality scholarship projects undertaken by UNK faculty.

Initiative 3: Increase resources supporting scholarship, especially through (1) external funding from government agencies, international organizations, industries, and foundations; (2) workload policies that enable all faculty to pursue scholarly interests; (3) providing superior research facilities, technology, and equipment tailored to faculty and student needs; (4) developing new sources of funding for academic equipment, including equipment requiring large investments; (5) enlarging research assistant support and opportunities; and (6) enhancing library resources including access to electronic databases.

<table>
<thead>
<tr>
<th>Responsible for Implementation</th>
<th>Resource Requirements Sources</th>
<th>Timeline</th>
<th>Measure of Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>VCAASL</td>
<td>$$: GA stipends</td>
<td>Ongoing</td>
<td>Work to increase number of Graduate Assistants and Research Assistants provided to scholarship-active programs and/or faculty</td>
</tr>
<tr>
<td>Graduate Studies and Research</td>
<td>$$ to $$$: New faculty start-up funding</td>
<td></td>
<td>Annually report number of GA and RA positions occupied by sources of funding</td>
</tr>
<tr>
<td>Deans</td>
<td>$$ from Grants</td>
<td></td>
<td>Increase research startup funds for new faculty</td>
</tr>
<tr>
<td>Department Chairs</td>
<td></td>
<td></td>
<td>Track amount of start-up funding made available</td>
</tr>
<tr>
<td>Sponsored Programs</td>
<td></td>
<td></td>
<td>Monitor quality of student and faculty projects/applications sent out for awards, funding, presentation, etc.</td>
</tr>
<tr>
<td>Institutional Research</td>
<td></td>
<td></td>
<td>OSP staff increase personal contacts with deans, department chairs and individual faculty to inform them about grant opportunities, recruit them into specific projects, and facilitate cross-disciplinary, cross-collegiate, or cross-institutional collaborations</td>
</tr>
</tbody>
</table>

STRATEGIC FRAMEWORK: Goal 4. The University of Nebraska will pursue excellence and regional, national and international competitiveness in research and scholarly activity, as well as their application, focusing on areas of strategic importance and opportunity.

a. Increase external support for research and scholarly activity. i. Increase federal support for instruction, research and development, and public service. ii. Inventory and forecast infrastructure (physical facilities, information technology, equipment) necessary to support continued growth in research activity and secure private and public support to eliminate deficiencies. iii. Implement LB 605 to repair, renovate and/or replace specific university facilities.

b. Increase undergraduate and graduate student participation in research and its application.

c. Encourage interdisciplinary, intercampus and inter-institutional collaboration.

d. Encourage and facilitate the commercialization of research and technology to benefit Nebraska.

e. Improve the quantity and quality of research space through public and private support.
B. FACULTY ENHANCEMENT  

Priority 2 of Category C, Overall Priority: 16

II. SCHOLARSHIP GOAL  
To advance academic disciplines, curriculum, and pedagogy, and Nebraska / community interests through excellent scholarship.

**Objective 4:** Promote and encourage undergraduate and graduate student research and creative activity across all disciplines.

Initiative 2: In academic policies/practices, curricula, and course syllabi, encourage students throughout their programs of study to become involved in research and creative activity with faculty and in independent projects.

<table>
<thead>
<tr>
<th>Responsible for Implementation</th>
<th>Resource Requirements Sources</th>
<th>Timeline</th>
<th>Measure of Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>VCAASL</td>
<td>$ to $$</td>
<td>Ongoing</td>
<td>Increase number of students doing research from courses, programs, theses, etc.</td>
</tr>
<tr>
<td>Graduate Studies and Research</td>
<td>$$</td>
<td></td>
<td>Graduate dean to address the importance of scholarship at graduate assistant orientation</td>
</tr>
<tr>
<td>Deans</td>
<td></td>
<td></td>
<td>OSP increase communication with graduate students to make them aware of opportunities available</td>
</tr>
<tr>
<td>Department Chairs</td>
<td>Grants for federal summer undergraduate research fellowships</td>
<td></td>
<td>Continue and expand undergraduate research programs and opportunities (i.e., SSRP, NCUR, SRD, research apprentice program, etc.)</td>
</tr>
<tr>
<td>Sponsored Programs</td>
<td>$ to $$</td>
<td></td>
<td>Increase money available for student research and travel support</td>
</tr>
<tr>
<td>University Assessment</td>
<td></td>
<td></td>
<td>Assess student satisfaction</td>
</tr>
</tbody>
</table>

STRATEGIC FRAMEWORK: Goal 4. The University of Nebraska will pursue excellence and regional, national and international competitiveness in research and scholarly activity, as well as their application, focusing on areas of strategic importance and opportunity.

a. Increase external support for research and scholarly activity.

i. Increase federal support for instruction, research and development, and public service. ii. Inventory and forecast infrastructure (physical facilities, information technology, equipment) necessary to support continued growth in research activity and secure private and public support to eliminate deficiencies.

iii. Implement LB 605 to repair, renovate and/or replace specific university facilities.

b. Increase undergraduate and graduate student participation in research and its application.
III. STUDENT DEVELOPMENT GOAL: To graduate individuals who are prepared for the responsibilities and opportunities of leadership, citizenship, and careers in a pluralistic, democratic, multicultural, and entrepreneurial society.

Objective 1: Develop a comprehensive strategy that will guide planning and activity outside the formal academic curriculum to enhance each student’s cognitive and moral development, interpersonal skills, and prospects for satisfaction and success and in life after graduation.

Initiative 1: Bridge Academic and Student Life programming to integrate living and learning experiences for students, to enrich the residential campus environment, and to promote engagement in civic and community service projects.

<table>
<thead>
<tr>
<th>Responsible for Implementation</th>
<th>Resource Requirements Sources</th>
<th>Timeline</th>
<th>Measure of Progress</th>
</tr>
</thead>
</table>
| • VCAASL, Dean of Student Life, and Retention and Student Success Team | • $: Personnel time for planning  
  • $$: Implementation and operation | • Development of program finalized and ready within one year  
  • Ongoing Implementation | • Number of bridged programs, integrating living and learning experiences  
  • Number of civic and community service engagement programs  
  • Student satisfaction  
  • Community satisfaction |
| • First Year Experience Program  
 | | | |
| • General Studies Council  
 | | | |
| • Faculty  
 | | | |
| • Staff  
 | | | |
| • Student Senate  
 | | | |
| • University Assessment  
 | | | |

STRATEGIC FRAMEWORK: Goal 1. The University of Nebraska will provide the opportunity for Nebraskans to enjoy a better life through access to high quality, affordable undergraduate, graduate and professional education.

b. Increase the percentage of Nebraska high school graduates who enroll at and graduate from the university.

i. The University of Nebraska shall increase its overall enrollment.

ii. Each campus shall exceed the average undergraduate freshman-to-sophomore retention rate of its peer institutions.

iii. Each campus shall maintain or reach the average undergraduate six-year graduation rate of its peer institutions.

iv. Each campus shall endeavor to increase the enrollment of students of color, employing measures permitted by state and federal law.
B. FACULTY ENHANCEMENT

Priority 2 of Category D, Overall Priority: 7

I. LEARNING GOAL. To enlarge students’ understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.

Objective 2: Improve all academic programs, including general education, systematically and demonstrably by assessment of learning outcomes.

Initiative 1: Continuously improve methods in each program to assess learning over the span of a student’s course of study, and use assessment results to adjust all undergraduate and graduate academic programs and position them to achieve the best possible learning outcomes.

<table>
<thead>
<tr>
<th>Responsible for Implementation</th>
<th>Resource Requirements Sources</th>
<th>Timeline</th>
<th>Measure of Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Assessment</td>
<td>Minimal to $</td>
<td>Ongoing</td>
<td>Annual assessment of student learning outcomes by course and by program</td>
</tr>
<tr>
<td>VCAASL</td>
<td></td>
<td></td>
<td>Entering subject matter scores vs embedded subject matter test scores for graduating students</td>
</tr>
<tr>
<td>Deans</td>
<td></td>
<td></td>
<td>Number of course and program adjustments made in response to assessment data</td>
</tr>
<tr>
<td>Departments</td>
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</tbody>
</table>

STRATEGIC FRAMEWORK: Goal 6. The University of Nebraska will be cost effective and accountable to the citizens of the state.

c. Create and report performance and accountability measures.
e. Implement measures of student learning and success outcomes.
i. Compare and improve educational value-added performance.
E. UNIVERSITY OUTREACH  

Priority 1 of Category E, Overall Priority: 11

IV. OUTREACH AND ENGAGEMENT GOAL: To help people, businesses, communities, and the state achieve their educational and developmental aims.

Objective 3: Provide an array of professional development and lifelong learning opportunities for individuals, via for-credit and non-credit instructional programs both on-campus and off-campus.

Initiative 1: Assess educational needs of local, regional, and statewide constituencies and increase continuing education offerings, including e-learning and distance education programs, to address them.

<table>
<thead>
<tr>
<th>Responsible for Implementation</th>
<th>Resource Requirements Sources</th>
<th>Timeline</th>
<th>Measure of Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>VCAASL</td>
<td>$: Research</td>
<td>Ongoing</td>
<td>Research/survey outcomes regarding educational needs of local, regional, and statewide constituencies</td>
</tr>
<tr>
<td>VCUR</td>
<td>$$: Seed money to establish courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deans</td>
<td>$$$: Establishment of new degree programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department Chairs</td>
<td>Tuition income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e-Campus</td>
<td></td>
<td></td>
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<tr>
<td>College Outreach programs</td>
<td></td>
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<tr>
<td>Institutional Research</td>
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<tr>
<td>Sponsored Programs</td>
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<tr>
<td>Business Leaders</td>
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</tbody>
</table>

STRATEGIC FRAMEWORK: Goal 5. The University of Nebraska will serve the entire state through strategic and effective engagement and coordination with citizens, businesses, agriculture, other educational institutions, and rural and urban communities and regions.

c. Connect Nebraska cities, institutions, regions and communities through university programs.
e. Build local, regional, national and international partnerships across public and private sectors.
B. FACULTY ENHANCEMENT

IV. OUTREACH AND ENGAGEMENT GOAL. To help people, businesses, communities, and the state achieve their educational and developmental aims.

**Objective 3:** Provide an array of professional development and lifelong learning opportunities for individuals, via for-credit and non-credit instructional programs both on-campus and off-campus.

Initiative 6. To meet the needs of students who must begin their college careers in their hometowns and are limited in their ability to attend UNK during their first two years of college; we propose that UNK provide sufficient numbers of general studies courses in an online or distance education format to meet their needs. This would allow the student that would normally attend a local community college before transferring to UNK the ability to begin enrolling in university courses from the beginning.

<table>
<thead>
<tr>
<th>Responsible for Implementation</th>
<th>Resource Requirements Sources</th>
<th>Timeline</th>
<th>Measure of Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Studies Director</td>
<td>Stipends to compensate faculty thru Continuing Education</td>
<td>ASAP</td>
<td>45 hours of general studies courses from all categories offered in a distance education format</td>
</tr>
<tr>
<td>Academic Deans</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department Chairs</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Faculty</td>
<td></td>
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</table>

STRATEGIC FRAMEWORK: Goal 1. The University of Nebraska will provide the opportunity for Nebraskans to enjoy a better life through access to high quality, affordable undergraduate, graduate and professional education.

b. Increase the percentage of Nebraska high school graduates who enroll at and graduate from the university.

c. Increase the percentage of persons of color and the economically disadvantaged who enroll at and graduate from the university, employing measures permitted by state and federal law.

d. Expand lifelong educational opportunities, including those for non-traditional and transfer students.

e. Promote adequate student preparation for and success in higher education.
E. UNIVERSITY OUTREACH

Priority 3 of Category E, Overall Priority: 17

IV. OUTREACH AND ENGAGEMENT GOAL: To help people, businesses, communities, and the state achieve their educational and developmental aims.

Objective 1: Collaborate with public and private sector partners to create and mobilize coordinated programs that spur business development and economic opportunity and enhance citizens’ and communities’ health and quality of life.

Initiative 2: Develop economic and business development partnerships that increase opportunity to apply UNK research and instructional capability in diverse fields and industries.

<table>
<thead>
<tr>
<th>Responsible for Implementation</th>
<th>Resource Requirements Sources</th>
<th>Timeline</th>
<th>Measure of Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>• VCUR, VCAASL</td>
<td>• $$: Seed money</td>
<td>• Ongoing</td>
<td>Number of new university – industry partnerships per year that involve UNK research.</td>
</tr>
<tr>
<td>• Deans</td>
<td>• $$: Ongoing funding</td>
<td></td>
<td>Number of new university – industry partnerships per year that increase UNK instructional capacity.</td>
</tr>
<tr>
<td>• Department Chairs</td>
<td>• Grant funds</td>
<td></td>
<td>Diversity of the above partnerships</td>
</tr>
<tr>
<td>• College Outreach Programs</td>
<td></td>
<td></td>
<td>Community satisfaction with services and programs</td>
</tr>
<tr>
<td>• Faculty</td>
<td></td>
<td></td>
<td>Number of faculty and/or student research projects</td>
</tr>
<tr>
<td>• Staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Sponsored Programs</td>
<td></td>
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<tr>
<td>• Institutional Research</td>
<td></td>
<td></td>
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<tr>
<td>• University Assessment</td>
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</table>

STRATEGIC FRAMEWORK: Goal 5. The University of Nebraska will serve the entire state through strategic and effective engagement and coordination with citizens, businesses, agriculture, other educational institutions, and rural and urban communities and regions.

a. Support economic growth, health and quality of life through policy initiatives consistent with university mission.

b. Recognize and reward faculty innovation and effectiveness in outreach and engagement.

c. Connect Nebraska cities, institutions, regions and communities through university programs.

d. Support Nebraska’s economic development.

i. Partner and collaborate with government and the private sector to attract, retain, and spur business development and economic opportunity.

ii. Use survey data of Nebraska business and industry, including agriculture, to foster more effective relationships with the private sector.

e. Build local, regional, national and international partnerships across public and private sectors.
B. FACULTY ENHANCEMENT  

IV. OUTREACH AND ENGAGEMENT GOAL To help people, businesses, communities, and the state achieve their educational and developmental aims.

Objective 1: Collaborate with public and private sector partners to create and mobilize coordinated programs that spur business development and economic opportunity and enhance citizens’ and communities’ health and quality of life.

Initiative 3. Establish advisory mechanisms enabling communities, businesses, organizations, and citizens to inform campus leaders of their education and training needs related to business, economic, and general regional development.

<table>
<thead>
<tr>
<th>Responsible for Implementation</th>
<th>Resource Requirements Sources</th>
<th>Timeline</th>
<th>Measure of Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chancellor</td>
<td>$: Faculty, staff time</td>
<td>ASAP</td>
<td>Number of College and department advisory boards</td>
</tr>
<tr>
<td>VCUR</td>
<td>Community, business leader time</td>
<td></td>
<td>Lists of needs developed by the boards</td>
</tr>
<tr>
<td>Deans</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department Chairs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community leaders</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Business leaders</td>
<td></td>
<td></td>
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<tr>
<td>College Outreach programs</td>
<td></td>
<td></td>
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<tr>
<td>Faculty</td>
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<tr>
<td>Staff</td>
<td></td>
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<tr>
<td>Institutional Research</td>
<td></td>
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</tbody>
</table>

STRATEGIC FRAMEWORK: Goal 1. The University of Nebraska will provide the opportunity for Nebraskans to enjoy a better life through access to high quality, affordable undergraduate, graduate and professional education.

d. Expand lifelong educational opportunities, including those for non-traditional and transfer students.
e. Promote adequate student preparation for and success in higher education.

2. The University of Nebraska will build and sustain undergraduate, graduate and professional programs of high quality with an emphasis on excellent teaching.

b. Pursue excellence in programs where the university can be a regional, national and/or international leader.

c. Pursue excellence in programs aligned with the long-term interests of the state.

i. Determine key areas of future workforce demand and strengthen or develop curricula and programs in alignment with those areas.

ii. Develop educational programs that prepare students for the flexibility required to respond to the uncertainty of future workforce demands.

iii. Develop distance education and other educational programs that permit Nebraskans to prepare for jobs and opportunities to meet future workforce demands.
F. INSTITUTIONAL INFRASTRUCTURE ENHANCEMENT

Priority 1 of Category F; Overall Priority: 5

V. ORGANIZATIONAL DEVELOPMENT GOAL: To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.

Objective 3: Broaden UNK’s financial resource base

Initiative 4: Increase total sponsored awards for instruction, research, and public service from all federal agencies.

<table>
<thead>
<tr>
<th>Responsible for Implementation</th>
<th>Resource Requirements Sources</th>
<th>Timeline</th>
<th>Measure of Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>• VCAASL</td>
<td>• Government grants</td>
<td>• Ongoing</td>
<td>• Increase in number of funded grants (both in terms of number of grants and dollars they bring in)</td>
</tr>
<tr>
<td>• Sponsored Programs</td>
<td>• Corp. sponsorships</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Deans</td>
<td>• Alumni support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Chairs</td>
<td>• NU Foundation support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Faculty</td>
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</tbody>
</table>

STRATEGIC FRAMEWORK: Goal 4. The University of Nebraska will pursue excellence and regional, national and international competitiveness in research and scholarly activity, as well as their application, focusing on areas of strategic importance and opportunity.

a. Increase external support for research and scholarly activity.
   i. Increase federal support for instruction, research and development, and public service.
   ii. Inventory and forecast infrastructure (physical facilities, information technology, equipment) necessary to support continued growth in research activity and secure private and public support to eliminate deficiencies.
   iii. Implement LB 605 to repair, renovate and/or replace specific university facilities.

b. Increase undergraduate and graduate student participation in research and its application.

c. Encourage interdisciplinary, intercampus and inter-institutional collaboration.

d. Encourage and facilitate the commercialization of research and technology to benefit Nebraska.

e. Improve the quantity and quality of research space through public and private support.
SECTION 4: RELATIONSHIP BETWEEN ACADEMIC ENHANCEMENT PLAN AND BOARD OF REGENTS STRATEGIC FRAMEWORK GOALS.

STRATEGIC FRAMEWORK: Goal 1.
The University of Nebraska will provide the opportunity for Nebraskans to enjoy a better life through access to high quality, affordable undergraduate, graduate and professional education.

b. Increase the percentage of Nebraska high school graduates who enroll at and graduate from the university. i. The University of Nebraska shall increase its overall enrollment. ii. Each campus shall exceed the average undergraduate freshman-to-sophomore retention rate of its peer institutions. iii. Each campus shall maintain or reach the average undergraduate six-year graduation rate of its peer institutions. iv. Each campus shall endeavor to increase the enrollment of students of color, employing measures permitted by state and federal law.

Addressed in:
Overall Priority: 6: Student Development Goal: To graduate individuals who are prepared for the responsibilities and opportunities of leadership, citizenship, and careers in a pluralistic, democratic, multicultural, and entrepreneurial society.
Objective 1: Develop a comprehensive strategy that will guide planning and activity outside the formal academic curriculum to enhance each student’s cognitive and moral development, interpersonal skills, and prospects for satisfaction and success and in life after graduation. Initiative 1: Bridge Academic and Student Life programming to integrate living and learning experiences for students, to enrich the residential campus environment, and to promote engagement in civic and community service projects.

STRATEGIC FRAMEWORK: Goal 1.
b. Increase the percentage of Nebraska high school graduates who enroll at and graduate from the university.
c. Increase the percentage of persons of color and the economically disadvantaged who enroll at and graduate from the university, employing measures permitted by state and federal law.
d. Expand lifelong educational opportunities, including those for non-traditional and transfer students.
e. Promote adequate student preparation for and success in higher education.
Addressed in:
Overall Priority: 15: Outreach and Engagement Goal: To help people, businesses, communities, and the state achieve their educational and developmental aims.
Objective 3: Provide an array of professional development and lifelong learning opportunities for individuals, via for-credit and non-credit instructional programs both on-campus and off-campus.
Initiative 6. To meet the needs of students who must begin their college careers in their hometowns and are limited in their ability to attend UNK during their first two years of college; we propose that UNK provide sufficient numbers of general studies courses in an online or distance education format to meet their needs. This would allow the student that would normally attend a local community college before transferring to UNK the ability to begin enrolling in university courses from the beginning.

**STRATEGIC FRAMEWORK:** Goal 1.

d. Expand lifelong educational opportunities, including those for non-traditional and transfer students.
e. Promote adequate student preparation for and success in higher education.

And

**STRATEGIC FRAMEWORK:** Goal 2. The University of Nebraska will build and sustain undergraduate, graduate and professional programs of high quality with an emphasis on excellent teaching.

b. Pursue excellence in programs where the university can be a regional, national and/or international leader.
c. Pursue excellence in programs aligned with the long-term interests of the state.
   i. Determine key areas of future workforce demand and strengthen or develop curricula and programs in alignment with those areas.
   ii. Develop educational programs that prepare students for the flexibility required to respond to the uncertainty of future workforce demands.
   iii. Develop distance education and other educational programs that permit Nebraskans to prepare for jobs and opportunities to meet future workforce demands.

Addressed in:
Overall Priority: 18: Outreach and Engagement Goal: To help people, businesses, communities, and the state achieve their educational and developmental aims.
Objective 1: Collaborate with public and private sector partners to create and mobilize coordinated programs that spur business development and economic opportunity and enhance citizens’ and communities’ health and quality of life. Initiative 3. Establish advisory mechanisms enabling communities, businesses, organizations, and citizens to inform campus leaders of their education and training needs related to business, economic, and general regional development.
STRATEGIC FRAMEWORK: Goal 2.
a. Recruit and retain exceptional faculty and staff, with special emphasis on women and persons of color.
   i. Faculty salaries and incentives (awarded on the basis of merit) and fringe benefits should exceed the average of peer institutions.
   ii. Each campus shall conduct campus climate surveys and minimize the differences in assessment of climate among various groups of employees, especially women and persons of color.
   iii. Each campus shall endeavor to exceed the average of its peers in the proportion of the faculty who are women or persons of color, employing measures permitted by state and federal law.

Addressed in:
Overall Priority: 2: Learning Goal: To enlarge students’ understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.
Objective 1: Recruit and retain a diverse faculty of scholars who teach well. Initiative 1: Provide faculty compensation at competitive levels. Initiate study of salary short-falls in recruitment and retention of faculty (e.g., department by department).

STRATEGIC FRAMEWORK: Goal 2.
b. Pursue excellence in programs where the university can be a regional, national and/or international leader.

Addressed in:
Overall Priority: 9: Learning Goal: To enlarge students’ understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.
Objective 3: Achieve national distinction in programs having special strength, comparative advantage, or demonstrable potential. Initiative 1: Where programs achieve external notice of excellence, allocate resources to help them attain even higher levels of recognition.

STRATEGIC FRAMEWORK: Goal 2.
a. Recruit and retain exceptional faculty and staff, with special emphasis on women and persons of color.
   i. Faculty salaries and incentives (awarded on the basis of merit) and fringe benefits should exceed the average of peer institutions.
   ii. Each campus shall conduct campus climate surveys and minimize the differences in assessment of climate among various groups of employees, especially women and persons of color.
   iii. Each campus shall endeavor to exceed the average of its peers in the proportion of the faculty who are women or persons of color, employing measures permitted by state and federal law.
Addressed in:
Overall Priority: 13: Learning Goal: To enlarge students’ understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.
Objective 1: Recruit and retain a diverse faculty of scholars who teach well. Initiative 4: Endeavor to exceed peer institution averages in the proportion of faculty who are women and people of color, especially by enhancing recruitment outreach and identifying prospects at early stages of their academic preparation.

STRATEGIC FRAMEWORK: Goal 3.
The University of Nebraska will play a critical role in building a talented, competitive workforce and knowledge-based economy in Nebraska in partnership with the state, private sector and other educational institutions.
c. Increase the number of nonresident students who enroll at the university.
e. Increase the global literacy of our students and citizens.

Addressed in:
Overall Priority: 8: Learning Goal: To enlarge students’ understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.
Objective 4: Maintain an undergraduate curriculum that engages students broadly with the liberal arts and sciences and features a comprehensive array of majors and experiential learning opportunities. Initiative 4: Expand opportunities for global learning and awareness of global and multicultural perspectives.

STRATEGIC FRAMEWORK: Goal 4.
The University of Nebraska will pursue excellence and regional, national and international competitiveness in research and scholarly activity, as well as their application, focusing on areas of strategic importance and opportunity.
b. Increase undergraduate and graduate student participation in research and its application.
c. Encourage interdisciplinary, intercampus and inter-institutional collaboration.
d. Encourage and facilitate the commercialization of research and technology to benefit Nebraska.

Addressed in:
Overall Priority: 3: Scholarship Goal: To advance academic disciplines, curriculum, and pedagogy, and Nebraska/community interests through excellent scholarship.
Objective 1: Strengthen the role of scholarship within UNK’s academic culture. Initiative 1: Nurture and reward the research capability of tenure-track faculty through workload adjustments, mentoring arrangements, and resource allocations that do not adversely affect the quality of departmental instruction.
STRATEGIC FRAMEWORK: Goal 4.

a. Increase external support for research and scholarly activity.
   i. Increase federal support for instruction, research and development, and public service.
   ii. Inventory and forecast infrastructure (physical facilities, information technology, equipment) necessary to support continued growth in research activity and secure private and public support to eliminate deficiencies.
   iii. Implement LB 605 to repair, renovate and/or replace specific university facilities.

b. Increase undergraduate and graduate student participation in research and its application.

c. Encourage interdisciplinary, intercampus and inter-institutional collaboration.

d. Encourage and facilitate the commercialization of research and technology to benefit Nebraska.

e. Improve the quantity and quality of research space through public and private support.

Addressed in:
Overall Priority: 4: Scholarship Goal: To advance academic disciplines, curriculum, and pedagogy, and Nebraska/community interests through excellent scholarship.
Objective 2: Increase the amount and variety of high quality scholarship projects undertaken by UNK faculty. Initiative 3: Increase resources supporting scholarship, especially through (1) external funding from government agencies, international organizations, industries, and foundations; (2) workload policies that enable all faculty to pursue scholarly interests; (3) providing superior research facilities, technology, and equipment tailored to faculty and student needs; (4) developing new sources of funding for academic equipment, including equipment requiring large investments; (5) enlarging research assistant support and opportunities; and (6) enhancing library resources including access to electronic databases.

And by:

Overall Priority: 5: Organizational Development Goal: To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals.
Objective 3: Broaden UNK’s financial resource base Initiative 4: Increase total sponsored awards for instruction, research, and public service from all federal agencies.

Strategic Framework: Goal 4.

a. Increase external support for research and scholarly activity.
   i. Increase federal support for instruction, research and development, and public service.
   ii. Inventory and forecast infrastructure (physical facilities, information technology, equipment) necessary to support continued growth in research activity and secure private and public support to eliminate deficiencies.
   iii. Implement LB 605 to repair, renovate and/or replace specific university facilities.

b. Increase undergraduate and graduate student participation in research and its application.
Addressed in:
Overall Priority: 16: Scholarship Goal: To advance academic disciplines, curriculum, and pedagogy, and Nebraska/community interests through excellent scholarship.
Objective 4: Promote and encourage undergraduate and graduate student research and creative activity across all disciplines. Initiative 2: In academic policies/practices, curricula, and course syllabi, encourage students throughout their programs of study to become involved in research and creative activity with faculty and in independent projects.

STRATEGIC FRAMEWORK: Goal 5.
The University of Nebraska will serve the entire state through strategic and effective engagement and coordination with citizens, businesses, agriculture, other educational institutions, and rural and urban communities and regions.

c. Connect Nebraska cities, institutions, regions and communities through university programs.
e. Build local, regional, national and international partnerships across public and private sectors.

Addressed in:
Overall Priority: 11: Outreach and Engagement Goal: To help people, businesses, communities, and the state achieve their educational and developmental aims.
Objective 3: Provide an array of professional development and lifelong learning opportunities for individuals, via for-credit and non-credit instructional programs both on-campus and off-campus. Initiative 1: Assess educational needs of local, regional, and statewide constituencies and increase continuing education offerings, including e-learning and distance education programs, to address them.

STRATEGIC FRAMEWORK: Goal 5.
a. Support economic growth, health and quality of life through policy initiatives consistent with university mission.
b. Recognize and reward faculty innovation and effectiveness in outreach and engagement.
c. Connect Nebraska cities, institutions, regions and communities through university programs.
d. Support Nebraska’s economic development.
i. Partner and collaborate with government and the private sector to attract, retain, and spur business development and economic opportunity.
ii. Use survey data of Nebraska business and industry, including agriculture, to foster more effective relationships with the private sector.
e. Build local, regional, national and international partnerships across public and private sectors.
Addressed in:

Overall Priority: 17: Outreach and Engagement Goal: To help people, businesses, communities, and the state achieve their educational and developmental aims.
Objective 1: Collaborate with public and private sector partners to create and mobilize coordinated programs that spur business development and economic opportunity and enhance citizens’ and communities’ health and quality of life. Initiative 2: Develop economic and business development partnerships that increase opportunity to apply UNK research and instructional capability in diverse fields and industries.

STRATEGIC FRAMEWORK: Goal 6.
The University of Nebraska will be cost effective and accountable to the citizens of the state.
c. Create and report performance and accountability measures.
e. Implement measures of student learning and success outcomes.
i. Compare and improve educational value-added performance.

Addressed in:

Overall Priority: 7: Learning Goal: To enlarge students’ understanding of the world, to improve their ability to think critically, and to prepare them for advanced study and productive careers, by engaging with each as an individual learner in a climate of high expectations.
Objective 2: Improve all academic programs, including general education, systematically and demonstrably by assessment of learning outcomes. Initiative 1: Continuously improve methods in each program to assess learning over the span of a student’s course of study, and use assessment results to adjust all undergraduate and graduate academic programs and position them to achieve the best possible learning outcomes.