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SECTION 1 / EXECUTIVE SUMMARY

The University Relations Phase II Implementation Plan is one of several action plans that were commissioned to be developed upon completion of UNK’s Strategic Plan in 2007.

The University Relations Advisory Council (URAC, members listed on the cover page) and a subgroup of URAC, the University Relations Phase II Implementation Task Force, contributed to this Plan.

The UR Team worked first to develop a discussion paper entitled, “Planning Challenges, Opportunities and Priorities, presented to the Strategic Planning Committee on April 18, 2007. This paper outlined 18 Strategic Issues relating to University Relations, each followed by a short description of the problem to be addressed. The paper also listed 13 areas of opportunity at UNK as defined by professional practice within marketing and public relations, especially as applied in a university setting.

After several draft/review cycles during the 2007-08 academic year, the UR Team finalized the UR Phase II Plan presented here. This document reviews briefly the central challenges of UNK as defined in the Phase I Strategic Plan and the University of Nebraska Strategic Framework, summarizes the strategic issues relating to University Relations practice areas, and offers strategies to meet these challenges from the perspective of the University Relations portfolio.
SECTION 2 / THE CHALLENGE AND THE OPPORTUNITY

Until recent years, UNK was a regional college, little known or recognized outside Nebraska. Within Nebraska, large numbers are still unaware of, or hold serious misperceptions of, UNK. According to the most recent statewide poll (2003 random survey of 1,800 Nebraska residents), 35 percent of Nebraskans are totally unaware (“don’t know”) about UNK. For those willing to characterize UNK, the most frequent descriptors were “teachers college,” “agriculture,” an “extension of UNL,” “Kearney State,” “way out there,” and “party school.” Only 14 percent linked “undergrad education and academic programs” to the institution while an even smaller 12 percent of the surveyed audience associated “good, great, or excellent” to UNK.

The University Relations Division is charged to design, articulate, and conduct a comprehensive and integrated UNK marketing and public relations program, guided by a well-conceived Strategic Plan. The effective execution of this Plan will yield outcomes consistent with the mission of the University and its Phase I Strategic Plan:

- Student enrollment that is stable or growing, with improved qualitative indicators.
- A university understood widely, regionally and nationally, to be among the best universities of our kind.
- A public and professional perception of UNK that centers on excellence.
- A known-by-the-public record of service to our state by the faculty that is noteworthy and responsive to the needs of Nebraska.
- More extensive financial support from external sources
- More numerous and broader operating partnerships of mutual benefit and support with off-campus communities both inside and outside of Nebraska
- A student body, staff, and faculty whose composition reflects, at least, the multicultural composition of the state at large and includes broad representation from around the nation and world.

In accordance with UNK’s mission, vision, core values and envisioned outcomes, five major goals are listed in the Strategic Plan:

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.

Though University Relations initiatives are most obviously associated with the Outreach and Engagement Goal, the UR Phase II Team quickly realized that the UR Plan has the clear potential to contribute in a fundamental way towards realization of all goals through more effective resource development and enhanced constituency support. Specific goals and objectives most clearly and directly supported by the UR initiatives are referenced throughout, and listed again at the end of this document.

Because it is difficult to pinpoint exact costs for many of these initiatives, and because many initiatives are inherently resource driven, adopts the following general scale to describe needed investments: $ = up to $30,000 in a year or annually, $ = between $30,000 and $100,000 a year or annually, $$$ = $100,000 to $250,000 in a year or annually, $$$$ = above $250,000 in a year or annually.
SECTION 3 / THE ENVISIONED UNIVERSITY RELATIONS PROGRAM ARRANGED BY CHALLENGES TO BE ADDRESSED:

The problems/challenges this plan seeks to address fall into these general categories: recruiting students, awareness and understanding, university partnerships, financial support, public policy, recruiting faculty/staff, and internal campus communication. While some of these categories, such as financial support and faculty/staff recruiting, do not represent challenges for which University Relations has primary responsibility, they are included because of the fundamental importance of reputation building among all constituency groups to help create success across the range of the university’s operations.

This plan presents seven initiatives to address these challenges. Although, as noted above, it is impossible to isolate impact of any one University Relations-driven activity to any one listed challenge, the initiatives are generally arranged by priority.

A. Recruiting Students

Challenge defined:

UNK has embraced an active and aggressive marketing program only in recent years, especially as it relates to recruiting of undergraduate students. These efforts are ongoing and improving. However, the success of marketing is dependent upon at least three important variables: 1) knowledge of best practice marketing strategies and tactics, 2) marketing creativity, and 3) funding. UNK is in the process of enhancing its creative and technical marketing know-how. Whether sufficient funding will be available in the future to make an impact in Nebraska’s population growth centers is an open question, and highly dependent upon multiple variables, some of which are outside of UNK’s control.

Mounting a credible marketing effort directed to prospective students and their influencers in key areas outside Nebraska, such as Denver and Kansas City, is even more challenging. Likewise, highly specialized and targeted marketing efforts must be deployed to reach transfer students, graduate students, international students, prospective students of color, and online students. In fact, in a recent report of the status of UNK academic programs by North Central Association of Colleges and Schools (NCA), the university’s main accrediting body, reviewers approved UNK’s online programs, but linked that approval with advice that we need to improve marketing for the online curriculum.
STUDENT DEVELOPMENT GOAL, *Objective 5:* UNK seeks to improve outreach to prospective undergraduate (and graduate) students in Nebraska, especially Eastern Nebraska, Colorado and other areas where high school cohorts are growing. Special attention will be given to students of color and those who are economically disadvantaged, transfer students, international students and those in the top 25% of their high school class.

Initiative 1: Develop a coordinated university marketing campaign designed to motivate prospective students and their influencers in all categories of enrollment to inquire about UNK and formally enter the prospect pool.

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<th>Responsible for Implementation</th>
<th>Annual Resource Requirements</th>
<th>Timeline</th>
<th>Measure of Progress</th>
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<tbody>
<tr>
<td>• VCUR and staff</td>
<td>• $$/ Creative Development</td>
<td>• Initial Market Research – Summer and Fall, 2008;</td>
<td>• Pre- and post-campaign awareness/understanding research</td>
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<tr>
<td>• Undergraduate Admissions</td>
<td>• $$$/ Media advertising</td>
<td>• Campaign launch, Fall, 2008</td>
<td>• Increase in number of students in applicant pools</td>
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<tr>
<td>• Graduate Office including eCampus</td>
<td>• $$$ / Direct Mail Advertising, specialized by audience</td>
<td>• Market research annually;</td>
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<tr>
<td>• International Education</td>
<td>• $$/ Market research</td>
<td>• Ongoing</td>
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<td>• Deans</td>
<td>• $$ / Earned Media campaign/hometown directed</td>
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<td>• Athletics</td>
<td>• $ / Website development</td>
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<td></td>
<td>• $ / New media</td>
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**B. AWARENESS AND UNDERSTANDING**

Challenge defined:

According to several surveys of external audiences in recent years—and anecdotal evidence—UNK’s reputation today is still frequently driven by its pre-university standing as a state college. While “state college” is not necessarily meant as a pejorative, it certainly means that, in the minds of many, this institution is not quite up to the academic quality of a “real” university, and often goes hand in hand with the idea of a party school. (“Can’t spell drunk without UNK”) Within the state it is still known by many as “a teacher training college with a pretty good athletics program.” Others see UNK primarily, and sometimes exclusively, as an “undergraduate residential university.” While certainly this is an important part of what UNK is, these observers possess little knowledge or appreciation of the strength of its undergraduate and graduate programs, the scholarly productivity of its faculty (and students), and the increasingly sophisticated and effective contributions being made to citizens of the state and region in the areas of economic development, quality of life, and service to the community. For the past couple of decades, as an integral component of a full-fledged university, UNK’s reputation has finally (just) begun to spill out of its immediate region into the nation and the world beyond.
Nebraska. Evidence of this may be seen by UNK’s inclusion in *U.S. News*’ list of Best Colleges starting in the late 1990s, punctuated last year by its arrival in the list of the top 15 public universities in the Midwest in the category of master’s level universities.

Only in certain geographic pockets outside Nebraska has UNK become better known due to such factors as athletics’ strong presence in Colorado and other states to the west (RMAC), online programs, and international outreach—especially in Japan but also in such disparate and widespread regions as China, Bermuda, Nepal, and Colombia.

Even though UNK is a component of a large state university system, the Kearney campus often lives and functions in the shadow of “Big Red” to the east. UNK’s special distinctiveness (and success as an emerging university in its own right) often gets lost in the backwash of the huge presence UNL (i.e., The Huskers) enjoys in the state and across the nation. For many, UNK is either unknown, or assumed to be an extension of the Lincoln campus.

The UNK “brand” represents some programs that are stronger and better known than others. The very best programs at UNK compete well regionally, and some even nationally. These programs of distinction are not consistently made a prominent part of UNK’s brand and communications strategy.

**STUDENT DEVELOPMENT GOAL, Objective 5:** UNK must continue to improve UNK marketing, especially to promote UNK strengths and increase visibility in areas where populations are growing.

**OUTREACH AND ENGAGEMENT GOAL, Objective 6:** Build close relationships with key University stakeholders and constituencies to improve communication about and understanding of UNK.

Initiative 2: Develop a comprehensive, sustainable university-wide marketing-branding-awareness campaign.

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<tbody>
<tr>
<td>VCUR and staff</td>
<td>$$$/ Creative Development</td>
<td>Market Research – Summer and Fall, 2008;</td>
<td>Pre- and post-campaign awareness/understanding research</td>
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<tr>
<td>Undergraduate Admissions</td>
<td>$$$/ Institutional Image media advertising</td>
<td>Campaign launch, Fall, 2008</td>
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<tr>
<td>Graduate Office</td>
<td>$$/ Program support</td>
<td>Market research annually;</td>
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<td>International Education</td>
<td>$$/ Market research</td>
<td>Ongoing</td>
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<td>Deans</td>
<td>$$ / Earned Media campaign</td>
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<tr>
<td>Campus and Res Life</td>
<td>$$/ Campus signage</td>
<td></td>
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<tr>
<td>ITS</td>
<td>$ / Website development</td>
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<tr>
<td>Athletics</td>
<td>$ / New media</td>
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<td>Facilities Management</td>
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C. UNIVERSITY PARTNERSHIPS

Challenge defined:

The University of Nebraska leadership has explicitly and powerfully challenged every campus and component of the University to build stronger partnerships with public and private entities in the interest of service to Nebraska business and its communities. Implicit in this charge is the understanding that a university is not an island unto itself. Both the university and its business/community partners can and will be strengthened by well-designed and implemented collaboration. UNK does contribute to the needs of business and industry every day through many outreach programs in every college of the university. However, the challenge is to identify new potential partners, develop new strategies to build bridges, find effective new ways to tell the story of these collaborative efforts, and follow up to ensure ongoing relationships.

OUTREACH AND ENGAGEMENT GOAL, Objective 1: UNK will “collaborate with public and private sector partners to create and mobilize coordinated programs that spur business development and economic opportunity.”

OUTREACH AND ENGAGEMENT GOAL, Objective 2: UNK aspires to “develop academic programs that respond to workforce educational needs, employment opportunities for graduates, and rural community development needs.”

OUTREACH AND ENGAGEMENT GOAL, Objective 4: UNK will continue and expand its role as “a regional focal point for intellectual, artistic, cultural, and recreational/athletic activity.”

OUTREACH AND ENGAGEMENT GOAL, Objective 5: UNK will “emphasize direct service programs to enhance the economic conditions, prospects, and quality of life of communities in the region.”

OUTREACH AND ENGAGEMENT GOAL, Objective 6: UNK strives to “build close relationships with key University stakeholders and constituencies to improve communication about and understanding of UNK.” Those key stakeholders include alumni, donors and prospective donors, friends of the university in all sectors of society and the business community, prospective graduate and undergraduate students, citizens, legislators, other state and federal government officials, the higher education community, members of the Board of Regents, and the NU Central Administration.
Initiative 3: Develop a comprehensive program of relationship management and community outreach that includes creation and maintenance of appropriate new volunteer organizations such as a UNK Board of Visitors and a series of new events on campus that will attract a greater variety of constituents and friends to campus. Create an organized, personal outreach to the most important opinion leaders in each constituent group for the Chancellor, VCUR, and other senior UNK officials. Create opportunities at every university event to educate and inform visitors about UNK. Continue to work in a leadership role with community/civic/governmental groups in Kearney and statewide. Be alert to new partnership opportunities, and act as a catalyst to bring together appropriate parties with the appropriate level of interest and expertise for development of these partnerships. Develop the Frank House as a community and university center for cultural activities and as a portal for the community to the University.

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<tr>
<td>• VCUR and staff</td>
<td>• $$/ Hire new Director of Relationship Management and University Events</td>
<td>• Fall, 2008</td>
<td>• Increase in numbers and quality of university events</td>
</tr>
<tr>
<td>• Chancellor</td>
<td>• $$ / Meals and Entertainment</td>
<td>• Ongoing</td>
<td>• Increase number and significance of contact with opinion leaders in crucial constituent groups</td>
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<tr>
<td>• Deans</td>
<td>• $ / Travel</td>
<td></td>
<td>• Annual assessment of community opinion leaders who participate in and support UNK, and a quantitative measure of their levels of support.</td>
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<tr>
<td>• Alumni Director</td>
<td>• $ / Publicity and advertising</td>
<td></td>
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<tr>
<td>• NU Foundation</td>
<td>• $$/ Campus event</td>
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D. PUBLIC POLICY AND SUPPORT

Challenge defined:

UNK’s very existence is an outgrowth of public policy. To a larger degree than many other public universities, UNK is highly dependent for support upon legislators and other public officials from Kearney government to Capitol Hill. Public officials will support a public institution to the degree they understand and appreciate its mission, and the success with which that institution fulfills its mission, and the effectiveness with which the institution serves its constituents. Achieving an ideal quality and quantity of information flowing to decision makers in government is a constant challenge. Much of the communication must be mass produced and delivered. However, the most important component of that communication that persuades must be face-to-face, personal relationships developed and nurtured over time.

And because our society is a democracy, with public officials naturally responsive to the public, it is incumbent upon any successful public institution to create and maintain grassroots communica-
tions strategies that promote and explain the institution’s success in reaching its objectives. To obtain sufficient funding and to achieve development of policies in the public arena favorable to the institution is a highly complex and sophisticated process that requires an equally complex and sophisticated strategy by the institution and its leadership.

OUTREACH AND ENGAGEMENT GOAL, Objective 6: UNK strives to “build close relationships with key University stakeholders and constituencies to improve communication about and understanding of UNK.” Those key stakeholders include . . . citizens, legislators, other state and federal government officials, the higher education community, members of the Board of Regents, and the NU Central Administration.

ORGANIZATIONAL DEVELOPMENT GOAL, Objective 3: UNK seeks to “broaden” its financial resource base, in part by identifying and maximizing new revenue sources and increasing total sponsored awards for instruction, research and public service from all federal agencies.

OUTREACH AND ENGAGEMENT GOAL, Objective 5: UNK will “emphasize direct service programs to enhance the economic conditions, prospects, and quality of life of communities in the region.”

OUTREACH AND ENGAGEMENT GOAL, Objective 1: UNK will “collaborate with public and private sector partners to create and mobilize coordinated programs that spur business development and economic opportunity.”

LEARNING GOAL, Objective 5: UNK seeks to serve the educational and career development needs of citizens, thereby serving as a major resource for business and industry in the state and region.
Initiative 4: Implement a governmental relations program of mass and targeted communications and personal relationship building at the local, state and federal levels which, over time, will impact every public and elected official and their staffs who may be in a position to support UNK’s mission and goals. In close cooperation with the Federal and State Legislative Teams at the NU System level, develop and maintain an effective governmental lobbying effort for the support of UNK’s funding and programmatic objectives.

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<tr>
<td>• VCUR and staff</td>
<td>• $ / Organize and implement a program of personal relationship building between university leadership and key public officials&lt;br&gt; • $ / Publish and enhance distribution of New Frontiers to key audiences&lt;br&gt; • $ / Develop a range of other specialized communication materials targeted to public officials&lt;br&gt; • $ / Travel&lt;br&gt; • $ / Program support</td>
<td>• Ongoing</td>
<td>• Growth in levels of external funding;&lt;br&gt; • Success in Unicameral with university-critical issues and state funding</td>
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E. FINANCIAL SUPPORT

Challenge defined:

UNK needs funds beyond what is available from the increasingly limited sources of state support and tuition. It has not yet become a tradition among alumni, community and state philanthropists to think of UNK as a worthy recipient of major dollars in the way many other universities are regarded. UNK’s relatively short lifespan as a university contributes to this challenge, as well as the relatively limited resources available in its immediate community of Kearney, a small city in comparison to its sister cities to the east. Additionally, publicity surrounding the NU Foundation’s endowment may add to the perception that the NU University System already has the resources it needs.

UNK competes for funding from these sources not only with the thousands of other worthy universities in the nation, but most directly with its sister institutions in the NU System. Internally, a culture of faculty grant-seeking for worthy projects has not developed to the full potential possible as defined
by the quality of faculty scholarship and creative activity. Also, internal specialized fundraising and grant-seeking talent required to seek support across the range of sources pursued by most universities is limited at UNK.

**LEARNING GOAL, Objective 7:** UNK aspires to greater success in fundraising from external sources in order to support the university’s growing need for enhanced scholarship opportunities and improved infrastructure.

**ORGANIZATIONAL DEVELOPMENT GOAL, Objective 3:** UNK seeks to “broaden” its financial resource base, in part by identifying and maximizing new revenue sources and increasing total sponsored awards for instruction, research and public service from all federal agencies.

**OUTREACH AND ENGAGEMENT GOAL, Objective 6:** UNK strives to “build close relationships with key University stakeholders and constituencies to improve communication about and understanding of UNK.” Those key stakeholders include alumni, donors and prospective donors, friends of the university in all sectors of society and the business community.

**STUDENT DEVELOPMENT GOAL, Objective 5:** UNK seeks through an enhanced relationship with the NU Foundation and other entities to expand resources for merit scholarships and financial need awards.

**SCHOLARSHIP GOAL, Objective 2:** UNK strives to create improved opportunities for funding from federal and state government, international organizations, industries and foundations to support faculty and student scholarship and creative activity.
Initiative 5: Develop a targeted communications and personal outreach program that would enhance relationships with prospective donors, whether individuals or organizations. Coordinate with the NU Foundation and the UNK Alumni Association in this initiative.

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<tr>
<td>VCUR</td>
<td>$$/ Direct mail communication</td>
<td>Board of Visitors established Fall of 2008</td>
<td>Increase in dollars raised from external sources. Increase in numbers of prospective supporters to visit campus and become involved in leadership and advisory roles for UNK</td>
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<tr>
<td>Chancellor</td>
<td>$$ / Market research</td>
<td>NU Campaign timeline</td>
<td></td>
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<tr>
<td>NU Foundation</td>
<td>$$$ / Entertainment and hosting</td>
<td>Ongoing</td>
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<tr>
<td>Alumni Director</td>
<td>$$ / Travel</td>
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<td>Deans</td>
<td>$$ / Program support</td>
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<td>VCAASL</td>
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<td>OSP Director</td>
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<td>Athletic Director</td>
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F. FACULTY/STAFF RECRUITING

Problem defined:

Universities with an excellent academic reputation, competitive salaries and the resources necessary to support research and creative activity attract the best faculty. Universities that are characterized by good classroom teaching and positive student/faculty relationships are also magnets for many fine faculty prospects. A challenge for UNK in recruiting faculty is to communicate early in the process UNK’s many unique and positive characteristics, including not only its teaching strength, but also the scholarship that takes place here, UNK’s ability to help its students achieve success, and the close community environment in which students and faculty alike can thrive. The fact that faculty salaries are generally not competitive when UNK competes nationally for talent is a critical challenge. The relative lack of cultural diversity among UNK’s current faculty and staff also makes it more difficult to further diversify pools of applicants for faculty and staff positions.

LEARNING GOAL, Objective 1: UNK seeks to improve the effectiveness of faculty recruiting, resulting in a more diverse, higher quality pool of applicants.
Initiative 6: Develop communications materials to support Human Resources, Deans, and all hiring managers that will create a compelling image of UNK, based upon the facts, that will be used in recruiting faculty and staff.

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<tbody>
<tr>
<td>• VCUR</td>
<td>• $$ / Direct mail communication</td>
<td>• Ongoing</td>
<td>• Increase in numbers and diversity of qualified applicants in hiring pools.</td>
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<tr>
<td>• Deans</td>
<td>• $ / Creative and editorial development for web and print faculty/staff recruiting materials</td>
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<td>• Human Resources</td>
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G. INTERNAL CAMPUS COMMUNICATION

Challenge defined:

UNK’s employees serve as the university’s principle ambassadors among their neighbors and associated professional and personal friends across the state and nation. UNK’s internal “ambassadors” create impressions of the institution through descriptions of their UNK experiences and their understanding of UNK’s mission and plans. They can create and support positive attitudes towards UNK among their contacts if they have a thorough understanding and positive attitude toward the University. Additionally, employees will be more effective in their jobs if they have a good understanding of and positive attitude toward UNK. *The Columns* faculty-staff newspaper has only begun to fill some of this need. Its role needs continually to be improved based upon reader feedback. The potential for utilizing existing campus wide cable technology for internal communication has not been tapped, nor have other, newer communication technologies available to us been fully developed.

ORGANIZATIONAL DEVELOPMENT GOAL, Objective 5: To build a strong, effective institution by empowering staff, organizations, and the campus as a community to attain strategic goals. Maintain effective internal communications and shared governance.
Initiative 7: Develop a comprehensive program that would enhance internal communications, from unit to unit across the university, as well as vertical communication between administrative leadership and the campus.

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<tr>
<td>• VCUR and staff</td>
<td>• $ / Publish and enhance campus faculty and staff newspaper</td>
<td>Ongoing</td>
<td>• Annual campus climate/satisfaction research of campus audiences</td>
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<td>• $$ / Develop and program college-wide cable TV system for campus communication</td>
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<td>• $ / Implement available “new media” technologies for more effective internal communications</td>
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<td>• $ / Program support</td>
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SECTION 4 / RELATIONSHIP TO THE UNIVERSITY OF NEBRASKA
STRATEGIC FRAMEWORK

Introduction

Broadly interpreted, the following sections of the BOR Strategic Framework are supported by the UR Phase II Implementation Plan. UR has, in fact, a broad mission that indirectly supports every function of the University because, in addition to leading the overall university external relations and integrated marketing efforts, UR is charged to provide a service function to every unit in the area of public relations, marketing, and creative services. In addition to these functions, UR also leads or coordinates campus efforts in federal and state relations (lobbying), community outreach programs, alumni and donor relations (in partnership with the Alumni Association and the NU Foundation) and economic development through participation in Chamber of Commerce activities and Central Administration efforts.

Selected items from the BOR Strategic Planning Framework
(Version dated 1-19-08)

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.

   a. Maintain an affordable cost of education.
      i. Secure state funding sufficient to support excellent programs.
      iii. Increase support for need-based financial aid.

   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.
      3) Increase private funds raised by $6 million
      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.

v. The university shall engage in partnerships with other higher education institutions, K-12, and the private sector to increase the overall college-going rate in Nebraska.

c. Increase the percentage of persons of color and the economically disadvantaged that 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.

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

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.

   a. Work to stem and reverse the out-migration of graduates and knowledge workers.

   b. Increase proportion of Nebraska high school students ranking in the top 25 percent of their classes that attend the University of Nebraska.
      i. Increase enrollment of Nebraska students ranked in top 25% of their high school class.
      ii. Increase support for merit-based scholarships.

   c. Increase the number of nonresident students who enroll at the university.
      i. Increase enrollment of nonresident undergraduate students at UNL, UNO and UNK.

   f. Develop and strengthen internship and service learning opportunities with business, education, government, military, and nonprofit organizations.
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.
         UNK over 2005-06 awards of approximately $11.2 million and $2.3 million (seven percent compounded growth).
         2) For UNO and UNK, continue seven percent compounded growth annually.

   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.

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.
APPENDIX

Sections of UNK’s Phase I Plan supported by the UR Phase II Implementation Plan

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.

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

Objective 5: Offer graduate programs that are grounded in academic strength and that meet changing needs.

Objective 7: Continue the renewal of UNK’s academic infrastructure including buildings, classrooms/laboratories, library resources, and instructional technology.

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.

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

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 4: Provide comprehensive support services and programs, outside of formal learning venues, that help students adjust to and engage with university opportunities and resources, that enable them to manage or resolve personal problems, and that promote general health, wellness, and ability to achieve their goals.

Objective 5: Enroll a larger, more diverse, and well-prepared student body.

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.

Objective 2: Develop academic programs that respond to workforce educational needs, employment opportunities for graduates, and rural community development needs.

Objective 4: Provide a regional focal point for intellectual, artistic, cultural, and recreational / athletic activity.

Objective 5: Emphasize direct service programs to enhance the economic conditions, prospects, and quality of life of communities in the region.

Objective 6: Build close relationships with key University stakeholders and constituencies to improve communication about and understanding of UNK. Those key stakeholders include alumni, donors and prospective donors, friends of the university in all sectors of society and the business community, prospective graduate and undergraduate students, local and regional citizens, legislators, other state and federal government officials, the higher education community, members of the Board of Regents, and the NU Central Administration.

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.

Objective 5: Maintain effective internal communications and shared governance.