Development of the Framework
Process

President Milliken

Board of Regents

Preliminary Discussions on University Strategic Direction and Priority Focuses and Performance Measures

President’s Council

Board of Regents Task Force

Administrators, Faculty, Staff, Constituency Groups

Remainder of the Board of Regents
**Development of the Framework**

**Timeline**

<table>
<thead>
<tr>
<th>Date Range</th>
<th>Event Description</th>
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</thead>
<tbody>
<tr>
<td>August 2004-present</td>
<td>President Milliken introduces discussion about University priorities with members of the Board of Regents and a variety of constituencies including faculty, students, policymakers, business/agriculture/community leaders, University Foundation staff, others</td>
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<tr>
<td>December 2004</td>
<td>President’s Council strategic planning retreat (president, chancellors, vice presidents)</td>
</tr>
<tr>
<td>February 2005</td>
<td>Summary of goals and objectives developed</td>
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<tr>
<td>March 2005</td>
<td>First draft of the Strategic Framework developed</td>
</tr>
<tr>
<td>April 2005</td>
<td>Board of Regents work session with presentation by President Milliken</td>
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<tr>
<td>April-June 2005</td>
<td>Chairman Hawks appoints Board Task Force</td>
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<tr>
<td></td>
<td>President Milliken reviews Framework principles with constituency groups</td>
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</table>
## Development of the Framework

### Timeline

<table>
<thead>
<tr>
<th>Month</th>
<th>Events</th>
</tr>
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<tbody>
<tr>
<td>May 2005</td>
<td>· Board Task Force meets</td>
</tr>
<tr>
<td>June 2005</td>
<td>· Board Task Force provides comments and revisions</td>
</tr>
<tr>
<td>July 2005</td>
<td>· University Administration provides comments and revisions</td>
</tr>
<tr>
<td>August 2005</td>
<td>· Board Task Force meets</td>
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<tr>
<td></td>
<td>· Board Task Force meets with President Milliken and provides comments</td>
</tr>
<tr>
<td></td>
<td>and revisions</td>
</tr>
<tr>
<td></td>
<td>· University Administration provides comments and revisions</td>
</tr>
<tr>
<td>September 2005</td>
<td>· Board of Regents work session</td>
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<tr>
<td>October 2005</td>
<td>· Board of Regents work session</td>
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Development of the Framework
Foundation and Principles

The foundation of the Framework was established using University priorities, Board and campus strategic plans.

It reflects principles the Board and the University Administration have been discussing for some time:

- Ensuring access and affordability
- Enhancing quality including recruitment and retention of excellent faculty
- Increasing external support for research and scholarly activity
- Contributing to the workforce and knowledge economy
- Engaging with the state
- Allocating resources effectively and efficiently
Complements the recommendations of the LR 174 Task Force:

- Increase the number of students who enter postsecondary education in Nebraska
- Increase the percentage of students who enroll and successfully persist through degree completion
- Reduce, eliminate, and then reverse the net out-migration of Nebraskans with high levels of educational attainment
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.

Objectives:

a. Maintain an affordable cost of 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.
Objective A:
Maintain an affordable cost of education.

Strategies:

i. Secure state funding sufficient to support excellent programs.

ii. Keep tuition increases moderate and predictable.

iii. Seek funding over a __-year period to reach a level of need-based financial aid that exceeds the average of each campus’s peer group.
## Accountability Measures

<table>
<thead>
<tr>
<th>Secure sufficient state funding</th>
<th>1-Year Target (FY05-06)</th>
<th>3-Year Target (FY07-08)</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Develop strategies, budget scenarios and case/support materials</td>
<td>Achieve state funding that meets or exceeds HEPI index</td>
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<tr>
<td>Keep tuition increases moderate and predictable</td>
<td>5%</td>
<td>TBD</td>
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</tbody>
</table>
Objective B:
Increase the percentage of Nebraska high school graduates who enroll at and graduate from the university.

Strategies:

i. The University of Nebraska shall increase overall enrollment by at least __ percent per year.

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

iii. Each campus shall exceed the average undergraduate four-, five-, and six-year graduation rate of its peer institutions.

(continued)
Objective B:
Increase the percentage of Nebraska high school graduates who enroll at and graduate from the university.

Strategies (continued):

iv. Each campus shall endeavor to increase the enrollment of students of color by at least __ percent per year, 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 by at least __ percent per year.
## Accountability Measures

<table>
<thead>
<tr>
<th></th>
<th>1-Year Target (FY05-06)</th>
<th>3-Year Target (FY07-08)</th>
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<tbody>
<tr>
<td>Increase enrollment above FY04-05</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Increase undergraduate four-, five-, and six-year graduation rates above FY04-05</td>
<td>TBD</td>
<td>TBD</td>
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</tbody>
</table>
Goal 2:
The University of Nebraska will build and sustain undergraduate, graduate and professional programs of high quality with an emphasis on excellent teaching.

Objectives:

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

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.

d. Achieve university-wide and campus priorities through the strategic allocation of resources.
Objective A:
Recruit and retain exceptional faculty and staff, with special emphasis on women and persons of color.

Strategies:

i. In order to achieve competitiveness, 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. Adopt one major initiative each year.

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.

<table>
<thead>
<tr>
<th>Accountability Measures</th>
<th>1-Year Target (FY05-06)</th>
<th>3-Year Target (FY07-08)</th>
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<tbody>
<tr>
<td>Improve faculty compensation based on merit</td>
<td>Compile peer averages and set annual and 3-year targets for each campus</td>
<td>TBD</td>
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</tbody>
</table>
Objective C:
Pursue excellence in programs aligned with the long-term interests of the state.

Strategies:

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 transition from industries with declining opportunities to meet future workforce demands. Add __ programs per campus per year.
## Accountability Measures

<table>
<thead>
<tr>
<th>Provide educational programs to meet the state’s demonstrated and projected workforce needs.</th>
<th>1-Year Target (FY05-06)</th>
<th>3-Year Target (FY07-08)</th>
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<tbody>
<tr>
<td></td>
<td>Compile and present appropriate data from State, business and industry groups, and University sources</td>
<td>Align programs to meet workforce needs</td>
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| Inventory and develop planning for entrepreneurship programs | Inventory and set goals | TBD |
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.

Objectives:

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

b. Increase the proportion of Nebraska high school students ranking in the top 25 percent of their classes that attend the University of Nebraska.

c. Increase the number of out-of-state students who enroll at the university.

d. Improve entrepreneurship education, training and outreach.

e. Increase the global literacy of our students and citizens.

f. Develop and strengthen internship and service learning opportunities with business, education, government, military, and nonprofit organizations.
Objective B:
Increase the proportion of Nebraska high school students ranking in the top 25 percent of their classes that attend the University of Nebraska.

Strategies:

i. Increase enrollment of Nebraska students ranked in top 25% of their high school class by ___ percent per year.

ii. Increase support for merit-based scholarships by ___ percent per year.

Accountability Measures:
Will be considered for next fiscal year.
Objective C: Increase the number of out-of-state students who enroll at the university.

Strategy:

i. Increase enrollment of out-of-state undergraduate students at UNL, UNO and UNK by ___ percent per year.

Accountability Measures:

Will be considered for next fiscal year.
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.

Objectives:

a. Increase external support for research and scholarly activity.

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.
Objective A:
Increase external support for research and scholarly activity.

Strategies:

i. Increase federal support for research and development. For UNL and UNMC, and appropriate programs at UNO and UNK, determine appropriate tracking index for federal research. Determine appropriate annual growth rate for each campus in relation to the percentage growth of each tracking index.

ii. Inventory and forecast infrastructure (physical facilities, information technology, equipment) necessary to support continued growth in research activity. Eliminate infrastructure deficiencies by ten percent per year through private and public support.

iii. Secure enactment and implement LB 605 to repair, renovate and/or replace specific university facilities.
## Accountability Measures

<table>
<thead>
<tr>
<th></th>
<th>1-Year Target (FY05-06)</th>
<th>3-Year Target (FY07-08)</th>
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<tbody>
<tr>
<td>Increase federal government support for research over FY04-05</td>
<td>Develop campus-specific tracking index for federal research and set annual and 3-year campus targets</td>
<td>Achieve annual and 3-year targets</td>
</tr>
<tr>
<td>Secure enactment and implementation of LB 605</td>
<td>Legislature adopts and governor signs into law</td>
<td>Renovation projects proceeding on budget and on time</td>
</tr>
</tbody>
</table>
**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.

**Objectives:**

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.

e. Build local, regional, national and international partnerships across public and private sectors.
Objective D: Support Nebraska’s economic development.

Strategies:

i. Partner and collaborate with government and the private sector to attract, retain, and spur business development and economic opportunity. Inventory collaborative agreements university-wide and increase the number of agreements by five percent per year.

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

<table>
<thead>
<tr>
<th>Increase government and private sector partnerships</th>
<th>1-Year Target (FY05-06)</th>
<th>3-Year Target (FY07-08)</th>
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<tbody>
<tr>
<td></td>
<td>Inventory collaborative agreements and set annual and 3-year targets</td>
<td>TBD</td>
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Goal 6: The University of Nebraska will be cost effective and accountable to the citizens of the state.

Objectives:

a. Allocate resources in an efficient and effective manner.

b. Demonstrate fiscal responsibility and commitment to efficiency and effectiveness in all areas.

c. Maximize and leverage non-state support.

d. Create and report performance and accountability measures.
Goal 6:
The University of Nebraska will be cost effective and accountable to the citizens of the state.

Objectives (continued):

e. Maximize potential of information technology to support the university’s mission.

f. Implement measures of student learning and success outcomes.

g. Maintain competitive capital facilities.
Objective A:
Allocate resources in an efficient and effective manner.

Strategies:

i. Review and ensure administrative best practices in bidding.

ii. Build a comprehensive long-range capital facilities planning process and provide a six-year capital construction plan, updated annually.

iii. Find savings and cost reductions through administrative and business process efficiencies.

iv. Assess priority programs and make appropriate revisions, if any.

v. Investigate revenue-generating ventures.
## Accountability Measure

<table>
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<tr>
<th>Find savings and cost reductions through administrative and business process efficiencies</th>
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<td>TBD</td>
<td>TBD</td>
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</table>
Objective F:
Implement measures of student learning and success outcomes.

Strategy:

i. Compare and improve educational valued-added performance.
**Accountability Measure**

<table>
<thead>
<tr>
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<th>1-Year Target (FY05-06)</th>
<th>3-Year Target (FY07-08)</th>
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<tbody>
<tr>
<td>Develop a set of dashboard indicators for annual Board review of performance on national and state examinations</td>
<td>Develop indicators</td>
<td>Annual review</td>
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Discussion of Next Steps