

University of Nebraska at Kearney

Phase II Implementation Plan

## **Academic Advancement Plan**

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Draft 7

Subsequent to Presentation to Strategic Planning Committee  
On November 12, 2007

### **Contributors to this Action Plan**

Peter Longo  
Dusty Newton  
Deb Schroeder  
Mary Sommers  
Debbie Bridges  
Frank Harrold  
Ed Scantling  
Kim Schipporeit  
Kim Elliott  
Jeanne Butler  
Darin Snider  
Kenya Taylor  
Kathy Livingston  
Bill Jurma  
Bruce Forster  
Janet Wilke  
Jerry Fox  
Gary Davis  
Sarah von Schrader  
Finnie Murray

## Section 1: Executive Summary

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 (listed on the cover sheet) in Academic and Student Affairs worked to develop concepts and action agendas to address the Academic Advancement component of the 2006 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 presented in Appendix 1.

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.

The scope of the 18 initiatives involves all five Strategic Plan goals. In the descriptions that follow the initiative number refers to the original set of 79 initiatives that were developed.

## 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." 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 (listed on the cover sheet) in Academic and Student Affairs worked during 2007 to develop concepts and action agendas to address the Academic Advancement component of the 2006 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; Opinion 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 2006 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.

**Section 3a: The Envisioned Program Arranged by Academic Problem to be Addressed; The Academic Advancement Action Draft Plan**

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 describes the initiatives proposed to address each of these categories of problems in relationship to the UNK Strategic Plan goals and the NU Strategic Frameworks 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 **Learning Matters**

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> <li>• General Studies Roundtables of Faculty Senate</li> <li>• Faculty Senate</li> <li>• General Studies Council</li> <li>• Deans and Colleges</li> <li>• VCAASL</li> <li>• APR Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Faculty and Administrator Time</li> <li>• \$: review</li> <li>• \$\$: Training, collaboration, new courses, etc.</li> </ul>	<ol style="list-style-type: none"> <li>1. Roundtable Phase 1 completed by May 2005</li> <li>2. APR completed by April 1, 2007</li> <li>3. Roundtable Phase 2 completed: Fall 2007</li> <li>4. Faculty Senate approval of Phase 2 12/15/07</li> <li>5. General Studies Council development of new program in consideration of Phase 2 recommendations completed by 5/2008</li> <li>6. Discussion of new program and ratification by Colleges by 11/30/2008</li> <li>7. Implementation of new program to begin in Fall 2009.</li> <li>8. Continuous assessment of effectiveness, alterations as required</li> </ol>	<ul style="list-style-type: none"> <li>• Phase I report</li> <li>• APR Report</li> <li>• Phase II report</li> <li>• Senate Approval</li> <li>• New Proposed General Studies Program</li> <li>• Ratification</li> <li>• Implementation</li> <li>• Assessment results</li> </ul>

**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. **Learning Matters**

Responsible for Implementation	Resource Requirements/Sources	Time line	Measure of Progress
<ul style="list-style-type: none"> <li>International Education</li> <li>General Studies</li> <li>Ethnic Studies</li> <li>VCAASL</li> <li>Deans</li> <li>Departments</li> <li>University Assessment</li> </ul>	<ul style="list-style-type: none"> <li>\$ to \$\$</li> </ul>	<ul style="list-style-type: none"> <li>ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Number of International students studying at UNK</li> <li>Number of multicultural students studying at UNK</li> <li>Number of General Studies courses with International components in them</li> <li>Number of Ethnic Studies courses in General Studies Program</li> <li>Number of collaborative programs between international universities and UNK</li> <li>Number of students participating in study abroad opportunities</li> <li>Number of study abroad programs in General Studies Program</li> </ul>

Strategic Frameworks: 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.

**Priority 3 for Category A.**

**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 **Learning Matters**

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> <li>VCUR</li> <li>University Assessment</li> <li>VCAASL</li> <li>Deans</li> </ul>	<ul style="list-style-type: none"> <li>Minimal to \$:</li> <li>Accreditations and to create rewards</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Publicly recognize and provide tangible rewards to faculty and programs that have achieved national or international recognition for excellence</li> <li>Publicly recognize and provide tangible rewards</li> </ul>

• Departments			to faculty and programs that have achieved national or international accreditation.
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Strategic Frameworks: 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.

**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. **Learning Matters**

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> <li>• VCAASL</li> <li>• Deans</li> <li>• Departments</li> </ul>	<ul style="list-style-type: none"> <li>• \$\$ annually</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Keep student to faculty ratio for UNK at present levels (~17:1)</li> </ul>

**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). **People Matter**

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> <li>• Colleges</li> <li>• Departments</li> <li>• Human Resources</li> <li>• Institutional Research</li> </ul>	<ul style="list-style-type: none"> <li>• No direct costs during the analytical period</li> <li>• An average of \$35,000 to \$40,000 per position per year to cover shortfall in salary and benefits is anticipated</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Number of position offer declines based on salary</li> <li>• Number of faculty resignations due to higher salary offers</li> </ul>

Strategic Frameworks: 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.*

**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. **Learning Matters**

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> <li>• VCAASL</li> <li>• Deans</li> <li>• Department Chairs</li> <li>• Graduate Studies and Research</li> <li>• Faculty</li> <li>• Sponsored Programs</li> <li>• Institutional Research</li> </ul>	\$\$: Increased release time for scholarship	Ongoing	<ul style="list-style-type: none"> <li>• Hire faculty who have the tools and commitment to do scholarship</li> <li>• Chair appoints a mentor (inside or outside the department) who is active in research for each new professor</li> <li>• VCAASL addresses the importance of scholarship at new faculty orientation</li> <li>• Require that new faculty attain Graduate Faculty status by promotion</li> <li>• Provide scholarly release (9 hour loads, maximum) until tenure for new faculty hire</li> <li>• Provide scholarly release (9 hour loads) after tenure for scholarship-productive faculty</li> <li>• Increase faculty buy outs for scholarship</li> <li>• Incorporate recommendations of APRs</li> <li>• Number of peer-reviewed articles, books, exhibitions, and performances each year</li> <li>• Number of external presentations each year</li> </ul>

Strategic Frameworks: 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.

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. **People Matter**

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> <li>• VCAASL</li> <li>• Deans</li> <li>• Department Chairs</li> <li>• Graduate Studies and Research</li> <li>• Faculty</li> <li>• University Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• \$\$: Increased release time for scholarship also promotes excellent teaching</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Hire faculty who have the tools and commitment to do scholarship <u>and</u> excellent teaching</li> <li>• Chair appoints a mentor who is active in research and is an effective teacher for each new professor</li> <li>• Provide scholarly release (9 hour loads, maximum) until tenure for new faculty hire</li> <li>• Provide scholarly release (9 hour loads) after tenure for scholarship-productive faculty</li> <li>• Monitor teaching effectiveness through mentor review and student evaluations</li> </ul>

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. **Learning Matters**

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> <li>• VCAASL</li> <li>• Deans</li> <li>• Graduate Studies and Research</li> <li>• Department Chairs</li> <li>• Faculty</li> </ul>	<ul style="list-style-type: none"> <li>• \$ personnel time</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Recognition and expansion of awards to excellent teachers frequently, and tie to rank and tenure records</li> <li>• Continuation of awards for (OTICA, UDTA, Leland Holdt, Pratt-Heins, and similar awards)</li> <li>• Utilize peer group to pre-screen OTICA and UDTA proposals before submission</li> </ul>

**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. **Learning Matters**

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> <li>• VCAASL</li> <li>• Deans</li> <li>• Departments</li> <li>• Search Committees</li> <li>• Human Resources</li> <li>• Institutional Research</li> </ul>	<ul style="list-style-type: none"> <li>• \$\$</li> <li>• Diversity funding</li> <li>• Grow-your-own programs</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new faculty who are women and persons of color at UNK per year</li> <li>• Retention of women and persons of color</li> <li>• Climate survey results</li> </ul>

Strategic Frameworks: 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.

**Learning Matters**

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> <li>• VCAASL</li> <li>• Graduate Studies and Research</li> <li>• Deans</li> <li>• Department Chairs</li> <li>• Sponsored Programs</li> <li>• Institutional Research</li> </ul>	<ul style="list-style-type: none"> <li>• \$\$: GA stipends</li> <li>• \$\$ to \$\$\$: New faculty start-up funding</li> <li>• \$\$ from Grants</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Work to increase number of Graduate Assistants and Research Assistants provided to scholarship-active programs and/or faculty</li> <li>• Annually report number of GA and RA positions occupied by sources of funding</li> <li>• Increase research startup funds for new faculty</li> <li>• Track amount of start-up funding made available</li> <li>• Monitor quality of student and faculty projects/ applications sent out for awards, funding, presentation, etc.</li> <li>• 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</li> </ul>

Strategic Frameworks: 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.



**D. Student Development**

**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. **People Matter**

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> <li>• VCAASL, Dean of Student Life, and Retention and Student Success Team</li> <li>• First Year Experience Program</li> <li>• General Studies Council</li> <li>• Faculty</li> <li>• Staff</li> <li>• Student Senate</li> <li>• University Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• \$: Personnel time for planning</li> <li>• \$\$: Implementation and operation</li> </ul>	<ul style="list-style-type: none"> <li>• Development of program finalized and ready within one year</li> <li>• Ongoing Implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Number of bridged programs, integrating living and learning experiences</li> <li>• Number of civic and community service engagement programs</li> <li>• Student satisfaction</li> <li>• Community satisfaction</li> </ul>

Strategic Framework: 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.*

**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 **Learning Matters**

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> <li>• University Assessment</li> <li>• VCAASL</li> <li>• Deans</li> <li>• Departments</li> </ul>	<ul style="list-style-type: none"> <li>• Minimal to \$</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Annual assessment of student learning outcomes by course and by program</li> <li>• Entering subject matter scores vs embedded subject matter test scores for graduating students</li> <li>• Number of course and program adjustments made in response to assessment data</li> </ul>

- Strategic Frameworks: 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**

**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.

**People Matter**

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> <li>• VCAASL</li> <li>• VCUR</li> <li>• Deans</li> <li>• Department Chairs</li> <li>• e-Campus</li> <li>• College Outreach programs</li> <li>• Institutional Research</li> <li>• Sponsored Programs</li> <li>• Business Leaders</li> </ul>	<ul style="list-style-type: none"> <li>• \$: Research</li> <li>• \$\$: Seed money to establish courses</li> <li>• \$\$\$: Establishment of new degree programs</li> <li>• Tuition income</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Research/survey outcomes regarding educational needs of local, regional, and statewide constituencies</li> <li>• Application of this knowledge in development of courses and degree programs</li> </ul>

Strategic Frameworks: 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.

**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. **People Matter and Learning Matters**

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> <li>• General Studies Director</li> <li>• Academic Deans</li> <li>• Department Chairs</li> <li>• Faculty</li> </ul>	<ul style="list-style-type: none"> <li>• Stipends to compensate faculty thru Continuing Education</li> </ul>	<ul style="list-style-type: none"> <li>• ASAP</li> </ul>	<ul style="list-style-type: none"> <li>• 45 hours of general studies courses from all categories offered in a distance education format</li> </ul>

Strategic Frameworks: 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.

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. **People Matter**

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> <li>• VCUR, VCAASL</li> <li>• Deans</li> <li>• Department Chairs</li> <li>• College Outreach Programs</li> <li>• Faculty</li> <li>• Staff</li> <li>• Sponsored Programs</li> <li>• Institutional Research</li> <li>• University Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• \$\$: Seed money</li> <li>• \$\$: Ongoing funding</li> <li>• Grant funds</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new university – industry partnerships per year that involve UNK research.</li> <li>• Number of new university – industry partnerships per year that increase UNK instructional capacity.</li> <li>• Diversity of the above partnerships</li> <li>• Community satisfaction with services and programs</li> <li>• Number of faculty and/or student research projects</li> </ul>

Strategic Frameworks: 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.

**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. **Learning Matters and People Matter**

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> <li>• Chancellor</li> <li>• VCUR</li> <li>• Deans</li> <li>• Department Chairs</li> <li>• Community leaders</li> <li>• Business leaders</li> <li>• College Outreach programs</li> <li>• Faculty</li> <li>• Staff</li> <li>• Institutional Research</li> </ul>	<ul style="list-style-type: none"> <li>• \$: Faculty, staff time</li> <li>• Community, business leader time</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Number of College and department advisory boards</li> <li>• Lists of needs developed by the boards</li> </ul>

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**

**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. **People Matter**

Responsible for Implementation	Resource Requirements/Sources	Timeline	Measure of Progress
<ul style="list-style-type: none"> <li>• VCAASL</li> <li>• Sponsored Programs</li> <li>• Deans</li> <li>• Chairs</li> <li>• Faculty</li> </ul>	<ul style="list-style-type: none"> <li>• Government grants</li> <li>• Corp. sponsorships</li> <li>• Alumni support</li> <li>• NU Foundation support</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in number of funded grants (both in terms of number of grants and dollars they bring in)</li> </ul>

Strategic Frameworks: 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.