

University of Nebraska at Kearney (UNK)

Strategic Plan 2016

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.

Vision

UNK 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 an increasingly diverse, interconnected, interdependent, and technological society.

Values

- Learning Matters: UNK is an academic community that pledges to protect and foster a climate of rigorous intellectual inquiry, unfettered exchange of ideas, and mutual respect—inside and outside the classroom—that is grounded in the principles of academic freedom and academic responsibility. The academic community designs and continuously reviews programs to ensure that students develop broad intellectual capabilities and an awareness of diverse cultures and civilizations in addition to specific academic and career-related knowledge and skills.
- Learning Environment Matters: UNK is committed to a student-centered learning environment that:
 - is inclusive and explicitly values diversity of individuals, cultures, thought, and expression.
 - centers on student success through personalized teaching and mentoring relationships.
 - extends broad access to a quality four-year education to all qualified students in the region, especially Nebraska, emphasizing diversity and quality.
 - prepares students for lifelong learning with the ability to think critically, exposure to global perspectives, and competence with technology.
 - embraces modern technology to enhance pedagogy and access to traditional and online programs.
 - integrates experiential learning.
 - fosters ethical behavior and decision-making and responsibility.
 - promotes emotional, social, and physical wellness in addition to intellectual development.
 - serves, engages, and enriches the Kearney community, area, and region.
 - provides a regional focal point for intellectual, artistic, cultural, and recreational activity and competitive NCAA Division II intercollegiate sports.
- People Matter: UNK has no institutional life apart from the networks of interaction and support between faculty, staff, students, and community. The University promotes an inclusive environment that affords equitable access and opportunity to every individual.
- Responsible Stewardship Matters: UNK is committed to efficient and effective administration of resources—human, financial, and physical/infrastructure—to ensure long-term institutional fiscal stability and environmental sustainability.

Mission Imperatives

UNK is an exemplary public university that serves Nebraska by:

- meeting citizens' educational needs.
- adhering to policies of accrediting and governing agencies.
- being accountable to stakeholders for the quality of its work and for good stewardship of its resources.
- engaging in research, service, and outreach activities that apply university expertise to public needs.
- renewing curriculum, pedagogy, and activities with advice from internal and external constituencies.
- recruiting, challenging, nurturing, and retaining a diverse student body.
- recruiting and mentoring qualified diverse faculty and staff.
- building bridges to the community and state through athletic, cultural, and educational events.

UNK is an exemplary residential university that provides:

- a holistic approach to student development manifested in a progressive academic curriculum and a wide array of personal growth opportunities outside the classroom.
- residence halls and academic buildings that are well suited to student success and achievement.
- modern, well maintained and secure living and dining accommodations, sports and recreational facilities, and campus grounds.
- programs and services designed to involve those who live on or off campus in campus life.
- deliberate interaction with the surrounding community, capitalizing on location advantages to enhance learning opportunities for students.

UNK provides quality undergraduate education by means of:

- a curriculum that provides solid grounding for students in the liberal arts and sciences while also enabling them to specialize and prepare for careers.
- high quality academic programs that attract top students and draw faculty from centers of scholarship nationwide and worldwide.
- a well-qualified faculty/staff/student community whose diversity is itself an educational resource.
- student services that foster academic success, involvement in campus life, and progress toward graduation.
- a culture that supports opportunities for international experiences and studies.
- a commitment to learning with plentiful opportunities for students to engage in research with professors.
- a modern instructional and information technology infrastructure that promotes online instruction as a complement to on-site teaching.
- processes to assess student learning and to adjust programs in light of that appraisal.

UNK provides quality graduate programs that:

- build on areas of undergraduate strength.
- familiarize students with trends and developments in their disciplines.
- respond to public need and demand.
- mentor students to contribute to their disciplines and apply knowledge to issues in society.
- help students develop research skills.

UNK values and supports faculty research and creative activity that:

- advances academic disciplines and addresses public needs.
- enhances teaching and professional development.
- involves mentoring and collaboration with students.

Envisioned Outcomes

- UNK 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.
- UNK will advance state and community interests by applying university educational programs and other expertise to meet public needs.

Strategic Goals, Strategies and Implementation Priorities

Four strategic goals were derived directly from each of UNK's four core institutional values. Strategies and implementation priorities provide the means for achieving/evaluating progress toward the four strategic goals.

UNK Value—Learning Matters. UNK is an academic community that pledges to protect and foster a climate of rigorous intellectual inquiry, unfettered exchange of ideas, and mutual respect—inside and outside the classroom—that is grounded in the principles of academic freedom and academic responsibility. The academic community designs and continuously reviews programs to ensure that students develop broad intellectual capabilities and an awareness of diverse cultures and civilizations in addition to specific academic and career-related knowledge and skills.

Goal 1: Academic Quality. Faculty and staff will ensure ongoing review and continuous improvement of the curriculum across all academic programs on campus.

Strategies and Implementation Priorities:

- 1A. All academic programs and units on campus will undergo continuous review characterized by systematic planning, collection and analysis of data, and evaluation.
 - Form Academic Program Review Assessment Committee to review/evaluate/identify common processes and metrics, quantitative and qualitative, to ensure meaningful ongoing review of quality and efficacy of all academic (both instructional and non-instructional) programs.
 - Review and, as appropriate, restructure the academic alignments within academic affairs, colleges, and departments—may include consolidation or separation of academic units and/or reapportionment of resources.
 - Engage academic units to identify themes that might connect curriculum across campus (STEM/STEAM, Great Works, e.g.).
 - Evaluate pursuing formal accreditation for quality academic programs that are not currently accredited.
- 1B. Require completion of an extended/substantive and independent, yet faculty guided, Experiential Learning (EL) activity, within the major field of study, for graduation in all academic programs/degrees.
 - Form a campus-wide EL Committee to develop a common University-wide EL framework and require completion of an approved EL activity for all graduates beginning in the 2017-18 academic year.
 - Explore EL innovations including mode of learning and the centrality of critical thinking and communication to student success.
- 1C. Embrace NU-system priority of collaboration and enhance/increase collaborative opportunities with other campuses, government agencies, and the private sector.
 - Survey all existing collaborations across campus and identify/prioritize future opportunities.
 - Identify/prioritize future opportunities that benefit students and regional/state/beyond needs, building upon existing/emerging system-wide collaborative models (e.g., Food for Health, Health Sciences, Engineering).
 - Expand innovative curricular initiatives (e.g., stackable credentials, certificate programs, 2 + 2 articulation agreements, and internships) in collaboration with other NU campuses, public or state universities, community colleges, and the corporate sector.
 - Capitalize on unprecedented/expanded scope of academic opportunities while developing University Village, e.g., public/private academic and workforce-related ventures, maker spaces, incubator initiatives, collaborations with government, city, civic agencies.
- 1D. Evaluate existing on-site and on-line graduate programs, investigate new degree/credential options in areas of strength and demand—notably those that form stronger partnerships with other NU campuses.
- 1E. Expand undergraduate and graduate online offerings in areas of strength and demand to provide greater access to quality UNK programs and market/recruit aggressively.

UNK Value—UNK is committed to a student-centered learning environment: that is inclusive and explicitly values diversity, extends broad access, promotes emotional, social, and physical wellness, embraces technology, centers on personalized teaching and mentoring relationships, enriches the Kearney community, provides a regional focal point for intellectual, artistic, cultural, recreational, and competitive NCAA Division II intercollegiate sports.

Goal 2: Access and Success. Increase recruitment and enhance support for student success.

Strategies and Implementation Priorities:

- 2A. Increase recruitment of a quality, diverse student body through holistic enrollment management.
- Elevate expectations for every unit/member of the campus community to embrace the critical role each plays in recruiting/retaining students—emphasizing engagement, positive interactions, and mutual respect.
 - Evaluate and enhance all aspects of recruitment (e.g., Admissions & Financial Aid strategies, campus tours and academic department visits, marketing/messaging, transfer processes).
 - Deploy targeted initiatives to increase enrollments of transfer, minority, and international students and increase presence in specific Nebraska schools with strong academic programs and high number of quality graduates.
- 2B. Increase retention of a quality, diverse student body through holistic enrollment management.
- Elevate expectations for deep and professional engagement with students and improved responsiveness and customer service in all offices and functions.
 - Recognizing the critical role of advising (academic and career), enhance the quality of advising (faculty and staff) through improved formal training, by developing common measures of student satisfaction with advising, and working toward recognition of advising performance as a component of evaluation.
 - Enhance Military and Veteran services and support.
 - Implement best practices and policies to promote student success and timely degree completion.
 - Improve readiness of first-term freshmen “Admitted by Review” by creating/offering a series of 1-hour Learning Skills courses that are specific to areas of concern.
 - Improve Freshman to Sophomore retention rate by deploying intensive early/often advising interventions.
 - Ensure academic programs are well-articulated and courses are offered/scheduled to meet demands.
 - Develop a career education module for students that is accessible through MyBlue.
- 2C. Enhance support for diverse University activities and events that enrich the community and cultural life of the Kearney area, state, region, and beyond.
- Increasingly integrate themes of global engagement and cultural competency in academic programs and across campus and promote cross-cultural interaction between students from different backgrounds.
 - Enhance students’ global engagement by increasing Study Abroad Programs (long and short term programs) and continue to promote Service Learning and Community Outreach opportunities.
 - Develop and support a comprehensive vision for UNK as a cultural hub for, for example, the fine and performing arts, museums, festivals, symposia/conferences, civic engagement, and public discourse.
 - Develop strategic plan for intercollegiate athletics, to provide sustainable framework for student-athletes’ competitive and academic success, and enhance relationships/affinity with students, employees, alumni, and community.

UNK Value—People Matter. UNK has no institutional life apart from the networks of interaction and support between faculty, staff, students, and community. UNK respects diversity—of individuals, cultures, thought, and expression—and supports an inclusive environment that affords equitable access and opportunity to every individual.

Goal 3: Quality Faculty and Staff. Recruit, support, develop, and retain a high quality and diverse faculty and staff.

Strategies and Implementation Priorities:

- 3A. Evaluate processes of recruiting, retention, compensation, and explore alternate compensation approaches.
- Develop effective job postings that accurately reflect position responsibilities and workload expectations and enhance postings with marketing material that promotes the campus and community.
 - Supervisors at all levels will be responsive to issues affecting retention, in addition they will model, encourage, and evaluate—as appropriate within university guidelines—employee professionalism as exhibited in interactions with students, colleagues, and constituents.
 - Explore ways to address wage compression and salary inversion.
 - Solicit campus input to guide continual enhancement of faculty and staff orientation and supervisor training.
 - Survey employees to determine professional development needs and prioritize for funding support.
 - Survey employees to determine meaningful recognitions of contributions, performance, and accomplishments.
- 3B. Explore and implement ways to enhance diversity of faculty and staff.
- Initiate the Equity, Access and Diversity Advisory (EAD) to assist the Chancellor in further nurturing an atmosphere of inclusion for faculty, staff, students, and visitors to campus.
 - Evaluate current recruiting processes and procedures to attract larger and more diverse candidate pools.
- 3C. **Specific for Faculty:** Explore and implement approaches to managing workload/expectations and teaching, scholarship, and service to enhance the workplace and productivity.
- Utilize Digital Measures as the official electronic repository for faculty activity (teaching, scholarship, service, and administrative responsibilities) and annual productivity goals.
 - Examine faculty workload policy, clarify performance/evaluation expectations, and seek parity across units.
 - Inaugurate, and clarify performance/evaluation expectations for, appointments of designated faculty as Professor of Research (greater degree of focus on scholarly activity) or Professor of Practice (greater degree of focus on teaching/advising/service).
 - Provide appropriate and reasonable support for faculty to pursue a meaningful agenda of scholarly activity; one of professional satisfaction and distinct benefit to students and society.
 - Survey faculty to determine resources (time, space, support staff, equipment, supplies, and travel) required to pursue meaningful scholarly activity, identify funding sources, and develop incremental allocation plan.
 - Develop campus-wide program in grantsmanship to increase grant resources, and in seeking parity across units, work toward recognizing grantwriting as an option for faculty scholarly productivity in evaluations.
- 3C. **Specific for Staff:** Explore and implement approaches to managing workload/expectations to enhance the workplace and productivity.
- Benchmark staff compensation through established NU system pay bands.
 - Clarify staff workload expectations within job descriptions/bands and seek parity across units.
 - Evaluate feasibility of flexible work scheduling (flex days/hours, compressed work week, work-from-home).

UNK Value—Responsible Stewardship. UNK is committed to efficient and effective administration of resources—human, financial, and physical/infrastructure—to ensure long-term institutional fiscal stability and environmental sustainability.

Goal 4: Stewardship of Resources. Secure, generate, and responsibly steward the resources necessary to carry out the mission of the campus and ensure long-term institutional fiscal stability and environmental sustainability.

Strategies:

- 4A. Annually generate revenue necessary to offer competitive compensation, maintain and replace facilities, and invest in technology and infrastructure, student services, and general institutional needs.
- Enhance recruitment and retention of students to increase credit-hour production/tuition net revenue.
 - Optimize course offerings/scheduling/enrollments to increase credit hour production/tuition net revenue.
 - Enhance current/Develop new on-campus and online programs in areas of strength/demand and market and recruit aggressively.
 - Increase internal support for, and success in, acquiring external grant/indirect funding.
 - Build on increasingly successful Foundation efforts to increase private giving.
 - Create stronger 2+2 agreements with state institutions of higher education and collaborate with high schools on dual enrollment and other mutually beneficial opportunities.
- 4B. Administer resources in alignment with campus, unit, and operations priorities.
- Critically analyze, using appropriate metrics, the effectiveness, efficiency, and fiscal and environmental sustainability of every unit/aspect of UNK’s operations.
 - Align resource allocations with priorities in all units/aspects of UNK’s operations.
 - Continue to invest prudently in technology and environmentally-friendly infrastructure to support campus priorities while seeking efficiencies in purchasing and within current staffing/time.
 - Increasingly execute environmental sustainability strategies identified in UNK’s sustainability master plan.
 - Form a Budget Advisory, with representation across campus units, to provide input relative to resource allocation and administration.
- 4C. Enhance UNK’s brand and reputational identity across the state, region, and nation.
- Operationalize plans for integrated marketing/branding/communications, unique to UNK while complimentary to the NU “One University Four Campuses” theme, to tell our University’s story and aggressively promote the strategic priorities outlined in this document.
 - Identify and pursue mutually beneficial collaborations with the City of Kearney and Buffalo County, regional businesses and stakeholders, and other specific area communities (such as Lexington and Grand Island) to work together to solve community academic and business challenges.
 - Capitalize on unprecedented opportunities provided by the development of University Village to pursue new ventures and partnerships—public/private, academic/community, retail, office, residential, and recreational.
 - Build on increasingly successful alumni engagement initiatives and tracking of graduates to deepen alumni affinity and engagement with campus to enhance recruiting, fundraising, and experiential learning and internship opportunities.

Responsibility/Timeline Tables

Goal 1: Academic Quality. Faculty and staff will ensure ongoing review and continuous improvement of the curriculum across all academic programs on campus.

Strategies and Implementation Priorities:

1A. All academic programs and units on campus will undergo continuous review characterized by systematic planning, collection and analysis of data, and evaluation.

SVCASA, APR Cmmt	Form Academic Program Review Assessment Committee to review/evaluate/identify common processes and metrics, quantitative and qualitative, to ensure meaningful ongoing review of quality and efficacy of all academic (both instructional and non-instructional) programs.	2016 and Annual updates
SVCASA, Deans, Chairs	Review and, as appropriate, restructure the academic alignments within academic affairs, colleges, and departments—may include consolidation or separation of academic units and/or reapportionment of resources.	Ongoing
Deans, Chairs	Engage academic units to identify themes that might connect curriculum across campus (STEM/STEAM, Great Works, e.g.).	As appropriate
Deans, Chairs	Evaluate pursuing formal accreditation for quality academic programs that are not currently accredited.	As appropriate

1B. Require completion of an extended/substantive and independent, yet faculty guided, Experiential Learning (EL) activity, within the major field of study, for graduation in all academic programs/degrees.

SVCASA, EL Cmmt	Form a campus-wide EL Committee to develop a common University-wide EL framework and require completion of an approved EL activity for all graduates beginning in the 2017-18 academic year.	Requirement in place for all students 2017-18.
SVCASA, EL Cmmt	Explore EL innovations including mode of learning and the centrality of critical thinking and communication to student success.	EL Cmmt report spring 2017

1C. Embrace NU-system priority of collaboration and enhance/increase collaborative opportunities with other campuses, government agencies, and the private sector.

Deans Council	Survey all existing collaborations across campus and identify/prioritize future opportunities.	Complete by July 2016
Deans Council, Sponsored Programs	Identify/prioritize future opportunities that benefit students and regional/state/beyond needs, building upon existing/emerging system-wide collaborative models (e.g., Food for Health, Health Sciences, Engineering).	Ongoing
Deans Council, Enrollment Mgmt	Expand innovative curricular initiatives (e.g., stackable credentials, certificate programs, 2 + 2 articulation agreements, and internships) in collaboration with other NU campuses, public or state universities, community colleges, and the corporate sector.	Annual progress report
Chancellor & KUVDC Board Kearney University Village Development Corp	Capitalize on unprecedented/expanded scope of academic opportunities while developing University Village, e.g., public/private academic and workforce-related ventures, maker spaces, incubator initiatives, collaborations with government, city, civic agencies.	Ongoing

1D. Evaluate existing on-site and on-line graduate programs, investigate new degree/credential options in areas of strength and demand and notably form stronger partnerships with other NU campuses.

Deans Council	Evaluate existing on-site and on-line graduate programs, investigate new degree/credential options in areas of strength and demand and notably form stronger partnerships with other NU campuses.	Ongoing
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1E. Expand undergraduate and graduate online offerings in areas of strength and demand to provide greater access to quality UNK programs and market/recruit aggressively.

Deans Council, Communications & Marketing	Expand undergraduate and graduate online offerings in areas of strength and demand to provide greater access to quality UNK programs and market/recruit aggressively.	Ongoing
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Goal 2: Access and Success. Increase recruitment and enhance support for student success.

Strategies and Implementation Priorities:

2A. Increase recruitment of a quality, diverse student body through holistic enrollment management.

Campus Community and all Supervisors	Elevate expectations for every unit/member of the campus community to embrace the critical role each plays in recruiting/retaining students—emphasizing engagement, positive interactions, and mutual respect.	Increased enrollment— Cabinet members report unit initiatives/progress to Cabinet annually
Campus Community and all Supervisors	Evaluate and enhance all aspects of recruitment (e.g. Admissions & Financial Aid strategies, campus tours and academic department visits, marketing/messaging, transfer processes.	Increased enrollment— Cabinet members report unit initiatives/progress to Cabinet annually
Enrollment Mgmt	Deploy targeted initiatives to increase enrollments of transfer, minority, and international students and increase presence in specific Nebraska schools with strong academic programs and high number of quality graduates.	Increased enrollment— Assc. VC reports unit initiatives/progress to Cabinet annually

2B. Increase retention of a quality, diverse student body through holistic enrollment management.

Campus Community and all Supervisors	Elevate expectations for deep and professional engagement with students and improved responsiveness and customer service in all offices and functions.	85% retention rate by fall 2019
SVCASA, Deans Council, Enrollment Mgmt, UNKEA	Recognizing the critical role of advising (academic and career), enhance the quality of advising (faculty and staff) through improved formal training, by developing common measures of student satisfaction with advising, and working toward recognition of advising performance as a component of evaluation.	85% retention rate by fall 2019
Enrollment Mgmt	Enhance Military and Veteran services and support.	Annual Cabinet updates
Enrollment Mgmt Registrar’s Office Acad/Career Svcs, eCampus	Implement best practices and policies to promote student success and timely degree completion. <ul style="list-style-type: none"> • Improve readiness of first-term freshmen “Admitted by Review” by creating/offering a series of 1-hour Learning Skills courses that are specific to areas of concern. • Improve Freshman to Sophomore retention rate by deploying intensive early/often advising interventions. • Ensure academic programs are well-articulated and courses are offered/scheduled to meet demands. • Develop a career education module for students that is accessible through MyBlue. 	85% retention rate by fall 2019 2016-2017

2C. Enhance support for diverse University activities and events that enrich the community and cultural life of the Kearney area, state, region, and beyond.

Deans Council	Increasingly integrate themes of global engagement and cultural competency in academic programs and across campus and promote cross-cultural interaction between students from different backgrounds.	2016
Deans Council, OIE, et al.	Enhance students’ global engagement by increasing Study Abroad Programs (long and short term programs) and continue to promote Service Learning and Community Outreach opportunities.	Ongoing
SVCASA, potential Cmmt, and Communications & Marketing	Develop and support a comprehensive vision for UNK as a cultural hub for, for example, the fine and performing arts, museums, festivals, symposia/conferences, civic engagement, and public discourse.	Evaluate interest in/efficacy of forming committee, spring 2016
Director of Athletics	Develop strategic plan for intercollegiate athletics, to provide sustainable framework for student-athletes’ competitive and academic success, and enhance relationships/affinity with students, employees, alumni, and community.	Draft to Chancellor by July 2016

Goal 3: Quality Faculty and Staff. Recruit, support, develop, and retain a high quality and diverse faculty and staff.

Strategies and Implementation Priorities:

3A. Evaluate processes of recruiting, retention, compensation, and explore alternate compensation approaches.

HR, Supervisors, Comm/Mktg	Develop effective job postings that accurately reflect position responsibilities and workload expectations and enhance postings with marketing material that promotes the campus and community.	2016 and ongoing
Supervisors	Supervisors at all levels will be responsive to issues affecting retention, in addition they will model, encourage, and evaluate—as appropriate within university guidelines—employee professionalism as exhibited in interactions with students, colleagues, and constituents.	Immediately and ongoing
HR, Deans Council, Supervisors	Explore ways to address wage compression and salary inversion.	SVCASA/VCBF report to Cabinet summer 2016
HR, Supervisors	Solicit campus input to guide continual enhancement of faculty and staff orientation and supervisor training.	Ongoing
SVCAA, VCBF and Direct Reports	Survey employees to determine professional development needs and prioritize for funding support. Phase One: SVCAA and VCBF direct staff/faculty to document and critically evaluate effectiveness and ROI of myriad existing campus initiatives. Phase Two: Identify and implement priority professional development needs.	SVCAA & VCBF report to Cabinet August 2016 2016-17
Cabinet and all units	Survey employees to determine meaningful recognitions of contributions, performance, and accomplishments. Phase One: Cabinet engages direct reports to document and evaluate current recognitions. Phase Two: Cabinet engages all campus constituencies to develop meaningful program of recognitions.	Cabinet report June 2016 2016-17

3B. Explore and implement ways to enhance diversity of faculty and staff.

Chancellor, HR, Dean of Student Affairs	Initiate the Equity, Access and Diversity Advisory (EAD) to assist the Chancellor in further nurturing an atmosphere of inclusion for faculty, staff, students, and visitors to campus.	Spring 2016 and ongoing
HR, Supervisors, Communications & Marketing	Evaluate current recruiting processes and procedures to attract larger and more diverse candidate pools.	Spring 2016 and ongoing

3C. **Specific for Faculty:** Explore and implement approaches to managing workload/expectations and teaching, scholarship, and service to enhance the workplace and productivity.

SVCASA, Deans, Council, affected Units/Entities	Utilize Digital Measures as the official electronic repository for faculty activity (teaching, scholarship, service, and administrative responsibilities) and annual productivity goals.	Deploy 2017-18
SVCASA, Deans, Council, affected Units/Entities	Examine faculty workload policy, clarify performance/evaluation expectations, and seek parity across units.	2016-17
SVCASA, Deans, Council, affected Units, UNKEA	Inaugurate, and clarify performance/evaluation expectations for, appointments of designated faculty as Professor of Research (greater degree of focus on scholarly activity) or Professor of Practice (greater degree of focus on teaching/advising/service).	2017
Deans Council and Sponsored Programs SVCASA, Dean's Council, UNKEA	Provide appropriate and reasonable support for faculty to pursue a meaningful agenda of scholarly activity; one of professional satisfaction and distinct benefit to students and society. • Survey faculty to determine resources (time, space, support staff, equipment, supplies, and travel) required to pursue meaningful scholarly activity, identify funding sources, and develop incremental allocation plan. • Develop campus-wide program in grantsmanship to increase grant resources, and in seeking parity across units, work toward recognizing grantwriting as an option for faculty scholarly productivity in evaluations.	2016-17

3C. **Specific for Staff:** Explore and implement approaches to managing workload/expectations to enhance the workplace and productivity.

HR, Supervisors	Benchmark staff compensation through established NU system pay bands.	2016
HR, Supervisors	Clarify staff workload expectations within job descriptions/bands and seek parity across units.	2016
HR, Supervisors	Evaluate feasibility of flexible work scheduling (flex days/hours, compressed work week, work-from-home).	2016

Goal 4: Stewardship of Resources. Secure, generate, and responsibly steward the resources necessary to carry out the mission of the campus and ensure long-term institutional fiscal stability and environmental sustainability.

Strategies:

4A. Annually generate revenue necessary to offer competitive compensation, maintain and replace facilities, and invest in technology and infrastructure, student services, and general institutional needs.

Campus Community	Enhance recruitment and retention of students to increase credit-hour production/tuition net revenue.	Annually increase
Deans Council	Optimize course offerings/scheduling/enrollments to increase credit hour production/tuition net revenue.	Annually increase
Deans Council and Academic Units	Enhance current/Develop new on-campus and online programs in areas of strength/demand and market and recruit aggressively.	Report annually
Deans Council, Sponsored Programs	Increase internal support for, and success in, acquiring external grant/indirect funding.	By 2020, awarded \$6M per year
VP Alum/Foundation	Build on increasingly successful Foundation efforts to increase private giving.	Report annually
Deans Council	Create stronger 2+2 agreements with state institutions of higher education and collaborate with high schools on dual enrollment and other mutually beneficial opportunities.	Spring 2016 and ongoing

4B. Administer resources in alignment with campus, unit, and operations priorities.

Cabinet with all units and functions	Critically analyze, using appropriate metrics, the effectiveness, efficiency, and fiscal and environmental sustainability of every unit/aspect of UNK's operations.	2016 and review annually
Cabinet with all units and functions	Align resource allocations with priorities in all units/aspects of UNK's operations.	2016 and review annually
Cabinet with all units and functions	Continue to invest prudently in technology and environmentally-friendly infrastructure to support campus priorities while seeking efficiencies in purchasing and within current staffing/time.	2016 and review annually
Cabinet, Facilities Management and Planning	Increasingly execute environmental sustainability strategies identified in UNK's sustainability master plan.	2016 and review annually
VCBF	Form a Budget Advisory, with representation across campus units, to provide input relative to resource allocation and administration.	2016-17

4C. Enhance UNK's brand and reputational identity across the state, region, and nation.

Communications & Marketing, VCBF	Operationalize plans for integrated marketing/branding/communications, unique to UNK while complimentary to the NU "One University Four Campuses" theme, to tell our University's story and aggressively promote the strategic priorities outlined in this document.	2016
Cabinet, Deans, Faculty, Staff, Communications & Marketing	Identify and pursue mutually beneficial collaborations with the City of Kearney and Buffalo County, regional businesses and stakeholders, and other specific area communities (such as Lexington and Grand Island) to work together to solve community academic and business challenges. Phase One: Document all current collaborations	Ongoing July 2016 Cabinet report
Chancellor & KUVDC Board Kearney University Village Development Corp	Capitalize on unprecedented opportunities provided by the development of University Village to pursue new ventures and partnerships—public/private, academic/community, retail, office, residential, and recreational.	2016 and ongoing
Alum/Foundation VP, Communications & Marketing	Build on increasingly successful alumni engagement initiatives and tracking of graduates to deepen alumni affinity and engagement with campus to enhance recruiting, fundraising, and experiential learning and internship opportunities.	Report annually

Strategic Planning Committee 2014-16

***denotes 1 year served 2015-16**

Douglas Kristensen, Chancellor – Chair
Peggy Abels, Director of Allied Programs/Department of Biology
Kelly Bartling, Assistant Vice Chancellor for Communications and Community Relations
Charles Bicak, Senior Vice Chancellor for Academic and Student Affairs
Matt Bice, Exercise Science (COE)*
Evan Calhoun, Student Regent*
Kim Carlson, Department of Biology (NSS)/Faculty Senate Rep
Stacy Darveau, Administrative Associate (CBT)
Mark Ellis, Department of History (NSS)
Brenda Eschenbrenner, Department of Accounting and Finance (CBT)/Faculty Senate Rep
Mariah Hergott, Graduate Student/Counseling and School Psychology
Gilbert Hinga, Interim Dean for Division of Student Affairs
Chris Jochum, Department of Modern Languages (FAH)
Bill Jurma, Dean, College of Fine and Performing Arts
John La Duke, Dean, College of Natural and Social Sciences
Dusty Newton, Director of Admissions/Staff Senate Rep
Jane Petersen, Instructional Technology
Paul Plinske, Director of Intercollegiate Athletics
Jon Ritterbush, E-Resources and Serials Librarian
Neal Schnoor, Senior Advisor to the Chancellor for Executive Affairs
Jane Sheldon, Interim Vice Chancellor for Business and Finance*

The following members served on the SPC in 2014-15

Erin Bush, Communication Disorders (COE)
Barbara Johnson, Vice Chancellor for Business and Finance
Connor Schulte, Student Regent

Phase II Implementation Planning Groups 2015-16

***denotes chair/co-chair**

Group 1: Charlie Bicak*, John La Duke, Greg Broekemier, Grace Mims, Sam Umland, Janet Steele, Rod Flanigan, Scott Unruh, Sharon Campbell, Satoshi Machida, Deb Schroeder, Martonia Gaskill, Holly Peterson, Evan Calhoun, and Brittney King.

Group 2: Ed Scantling* and Gilbert Hinga*, Sheryl Feinstein, Toni Hill, Carrie Kracl, Martha Kruse, Suzanne Maughan, George Holman, Dusty Newton, Kyle Means, Michael Stopford, Tami Moore, Aaron Estes, Bree Dority, Gloria Vavricka, and Dallas Doering.

Group 3: Kathy Zuckweiler* and Jane Sheldon*, Tim Burkink, Kyle Luthans, Jan Moore, Daren Snider, Paul Twigg, Mary Chinnock Petroski, Dustin Favinger, Laura Hyatt, Rochelle Kruger, Steve McGahan, David Palmer, and Chris Wilson.

Group 4: Kenya Taylor* and Jean Mattson*, Janet Wilke, Laurie Swinney, Sherry Crow, Tim Farrell, Scott Darveau, Lee McQueen, Rich Brodersen, Pete Kotsiopoulos, Brian Cox, Chelsea Swarm, Richard Mocariski, Susan Mueller, and Megan Fryda.

Group 5: Kelly Bartling*, Bill Jurma, Paul Plinske, Alan Wedige, Lucas Dart, Shawn Kaskie, Marsha Yeagley, Dick Meyer, Rick Schuessler, Katherine Kime, Audrey Kauders, Will Stoutamire, Noah Rogoff, and Todd Gottula.