

**September, 2005**  
**College of Public Affairs and Community Service**  
**Strategic Plan**

**Preamble**

The strategic plan for the College of Public Affairs and Community Service (CPACS) was developed in conjunction with the strategic planning processes of the university and the Office of Academic Affairs. Thus the CPACS plan was built on the following three UNO goals:

- (1) Place students at the center of the educational enterprise,
- (2) Achieve academic excellence consistent with being a metropolitan university of high distinction considered among the nation's premier state-supported institutions located in an urban setting, and
- (3) Actively engage with the community.

In addition, the CPACS plan was built in recognition of the Division of Academic Affairs goals to guide institutional decisions and directions for the future. Other goals include enhancing student recruitment, academic retention and success, preparing students for civic and professional leadership and global citizenship, responding to the opportunities and challenges of technology, engaging with our community, and maximizing research activity and the national visibility of our students and faculty.

Finally, the college plan was built in recognition of its decentralized nature which emphasizes the importance of strategic planning and program autonomy at the unit level.

**Mission**

The mission of the College of Public Affairs and Community Service is<sup>1</sup>  
- to foster a learning environment in which undergraduate students, graduate students, adult learners and both traditional and nontraditional students can gain a comprehensive and quality education helpful in preparing for careers in their respective fields; - to conduct research, especially as it relates to concerns of our local and statewide constituencies; and

1. Individual units within the College of Public Affairs and Community Service have their own strategic plans that provide detailed missions, goals and strategies.

2. To offer professional services to the community, including continuing education opportunities, designed to further personal, professional, organizational, and community improvement goals.

## **Vision**

*To be a college whose programs are recognized nationally for their quality and their impact on instruction, research, and public service.*

## **Major Areas of Emphasis**

The college has six major areas of emphasis: academic excellence, student retention and recruitment, diversity, faculty and staff development, community outreach, and technology utilization.

## **UNIVERSITY GOALS AND CPACS GOALS AND OBJECTIVES**

**UNO Goal 1: Place students at the center of the educational enterprise.**

**CPACS Goal 1: Each academic program in the college will prepare students for careers and professions which emphasize service to the public.**

**CPACS Objective 1.1:** Offer curricula which insure that students are provided the most appropriate skills and competencies in their discipline-based courses.

- Each program will have processes in place to insure an annual review of its course offerings in the major or area of concentration
- In addition to the Academic Planning Council review process, each program will have processes in place to insure a periodic curriculum review by persons in the respective professions (both practitioners and academics)
- Where accreditation is available, program units will participate.
- Establish Affiliate Programs

**CPACS Objective 1.2:** Offer curricula which insure that students develop communication skills.

- Program curricula will have substantial opportunities for students to engage in team projects, writing projects, and oral reporting projects.
- Each program will have some mechanism in addition to grades to assess a student's progress in developing communication skills.
- Each program will establish some mechanism to ensure exceptional students have opportunities to excel

**CPACS Objective 1.3:** Offer curricula which insure that students are exposed to the values, understandings, and issues related to managing, working and living in a diverse and ethically-based world

- Program curricula will have substantial opportunities for students to address the topics of diversity and ethics in the context of their chosen major

**CPACS Objective 1.4:** Offer curricula which insure that students gain an understanding of the role of information technology (multimedia, on-line education) in their anticipated career/profession

- Program curricula will have substantial opportunities for students and faculty to learn about and utilize information technology in the learning process.

**CPACS Objective 1.5:** Offer curricula which insure that students have substantial opportunities to gain the perspectives of practitioners in their anticipated career/profession.

- Each program will seek the involvement of practitioners in classroom instruction
- Each program will have internships/practica/or cooperative education opportunities available to their majors.

**CPACS Objective 1.6:** In addition to the above objectives, each program will review its curriculum for the extent to which other relevant topics have been integrated into the course offerings that build marketable skills and competencies

**CPACS Objective. 1.7:** Support the development of a time and place independent offerings at the undergraduate level to complement the BGS proposed on-line degree program

- Support current efforts to provide undergraduate distance learning opportunities.

**CPACS Goal 2: Recruit and admit students who possess the commitment and potential to contribute to their profession and communities after completion of their course work**

**CPACS Objective 2.1:** Establish, publicize and periodically review admission criteria

- Establish a longitudinal retention data base to evaluate the effectiveness of admission criteria. This may be accomplished via sampling

**CPACS Goal 3: Retain those students who demonstrate the commitment and potential to contribute to their profession and communities after completion of their course work**

**CPACS Objective 3.1:** Offer courses, programs and services that enhance connectivity between and among faculty, support staff, students, alumni, and practitioners.

- Each program will review courses offered in the curriculum to judge the extent to which student connectivity is enhanced. Examples include: capstone courses, service learning projects, student team projects, and joint faculty/student research and outreach efforts
- Faculty, staff, and program administrators will review other support programs and service offerings to judge the degree to which student connectivity is enhanced

**CPACS Objective 3.2:** Develop additional sources of financial assistance for students

- Compile an inventory of financial need of current student body
- Develop an inventory of external scholarship assistance available through the units and the college.
- Seek examination of current distribution of graduate assistantships across campus for potential reallocation recommendations
- Revisit doctoral work opportunities in non doctoral degree granting units
- Seek financial support for development of computer-mediated instruction
- Seek development of cost centers to subsidize course and program development, examples including graduate certificate and executive graduate programs
- Review utilization of existing scholarship funds
- Seek additional external funding to support the recruitment and retention of students of color and other minorities.
- Continue to build support for the use of the Faculty Development Program as one mechanism to improve connectivity with minority students.
- Expand community partnerships that provide funding and work experience for students from under represented populations.
- Develop closer ties with those community colleges that have substantial Native American populations (e.g., Nebraska Indian Community College, Little Priest Tribal College, Haskell Community College in Kansas)
- Develop closer ties with selected four-year institutions that serve substantial minority populations (e.g., Grambling State University affiliation agreement).

**CPACS Objective 3.5:** Develop strategic plan for student service support, including orientation, advising, course monitoring, placement, and expanded use of information technology as method of communication

- Develop methods to periodically monitor student attitudes and needs related to student services.

- Review the web sites in the collect for their effectiveness in communicating with potential, current, and past students

**UNO Goal 2: Achieve academic excellence consistent with being a metropolitan university of high distinction considered among the nation=s premier state-supported institutions located in an urban setting.**

**CPACS Goal 1: Each academic unit in the college will utilize the most effective teaching/learning pedagogy possible**

**CPACS Objective 1.1:** Each unit will stress the use of active learning principles, especially as they relate to their specific student populations

**CPACS Objective 1.2:** Each unit will explore the potential uses of service learningstrategies

- Further develop the on going service learning efforts in the School of Social Work
- Evaluate service learning components from several of the externally funded projects in the college including the HUD Community Development Work Study Program, The Housing Development Leadership Initiative, and the Omaha Cultural and Academic Cooperative.

**CPACS Goal 2: Each academic unit in the college will be able to document national recognition for the quality of its faculty=s research and scholarly activity especially as it relates to the metropolitan mission of the University of Nebraska at Omaha**

**CPACS Objective 2.1:** Each unit in the college will have plans and mechanisms in place to help tenure track faculty develop their research agenda and writing programs. These may include: additional assigned time for research, travel support, graduate student support, summer research funding, and mentoring teams

**CPACS Objective 2.2:** Tenure track faculty will develop a Faculty Research Development Plan through annual reviews or some similar method to help articulate their respective research goals and support needs

**CPACS Objective 2.3:** Each unit will focus its research support on those research agendas which are consistent with the unit mission

**CPACS Objective 2.4:** The College will seek to provide an appropriate infrastructure to support the development of externally funded research projects

- Where appropriate, demographic and survey assistance will be made available to faculty

- Use dollars returned from indirect cost allocations to support a grant writer to provide proposal writing assistance
- Grants accounting assistance will be provided, usually on a cost reimbursement basis

**Objective 2.5:** Support the development of research teams and centers which are consistent with the college and unit missions

- Explore development of a Center for Nonprofit Management

**Objective 2.6:** Support the involvement of faculty in those professional associations that will help advance research and scholarly activity in their respective fields

- House professional journals, newsletters, and related committee activities to insure national connectivity.
- Provide support staff and related assistance for faculty who are engaged in national and regional associations which can advance research and scholarly activity
- Provide operating support to faculty who are serving in leadership positions within regional or national professional associations

**CPACS Objective 2.7:** Increase the research productivity of faculty within their various disciplines

**UNO Goal 3: Actively engage with the community**

**CPACS Goal 1: the College will offer instructional, research, and service programs focused on its statewide responsibility**

**CPACS Objective 1.1:** Support the development of a time and place independent graduate programs at the masters' level

**CPACS Objective 1.2:** Continue current applied research and service programs that serve a Nebraska audience

**CPACS Objective 1.3:** As funding support allows, develop new outreach efforts

- Explore creation of new outreach centers

**CPACS Objective 1.5 Support the state unit on aging in their strategic planning and service delivery process**

**CPACS Goal 2: the College will offer instructional, research, and service programs that focus on the university's metropolitan mission**

**CPACS Goal 2: The college will offer instructional, applied research, and service programs that focus on the university's metropolitan mission**

**Primary focus will be in the areas of youth violence and drug prevention, community and neighborhood development, successful aging, and public and nonprofit capacity building**

**CPACS Objective 2.1:** Improve effectiveness of on-going, applied research and service programs that serve the metropolitan region

- Support the periodic survey work related to the Omaha Conditions Survey, the State of Black Nebraska, and special requests that involve multiple agencies such as United Way, Urban League, and the Chamber of Commerce
- Improve the effectiveness of on-going economic, social, and demographic data collection, analysis, and distribution
- Seek continued support for current, externally funded outreach efforts that have proven to be effective in individual units as well as projects conducted through the College including the Community Outreach Partnership Center, The Neighborhood Center For Greater Omaha, The Hate Crimes Coordinating Council and The Omaha Community Partnership

**CPACS Objective 2.2:** As funding support allows, establish new outreach efforts especially in the areas of community and economic development, human services, and criminal justice

- Explore development of a Center for Nonprofit Management
- Explore development of a joint alliance for public health education

**CPACS Goal 3: Develop new organizational structures to better integrate instruction, research, and outreach efforts within the units and within the college**

**CPACS Objective 3.1:** Establish a School of Criminal Justice

- Pursue university review of a proposed School of Criminal Justice