

## Recommendations Regarding the Chancellor's Transition Process and the UNO Strategic Plan and Process

In the spring of 2018, UNO Chancellor Jeffrey Gold asked the UNO Strategic Planning Committee to review the report and recommendations from the Chancellor's transition process, and determine what could be incorporated into UNO's strategic plan and unit level planning processes. The UNO Strategic Planning Committee makes the following recommendations:

- 1) **Research can be incorporated as a campus priority** (in response to Theme for Growth #10, "firming up research focus," pg. 8; Theme for Culture #5, "continuing to invest in the culture of education and discovery at UNO is important," pg. 11; Themes for Outcomes #1, "better use of outcomes is key," pg. 12; Advice to the Chancellor, "develop and communicate a research /discovery strategic plan that is based upon UNO research strengths," pg. 13; and Looking Ahead, "refining the mission," pg. 17).
  - a) Revise the UNO Mission Statement with the following additions (underlined): *As both a Metropolitan University of distinction and a Carnegie Doctoral Research institution, the University of Nebraska at Omaha (UNO) transforms and improves the quality of life locally, nationally and globally.* [In process]
  - b) Add "Discovery" as one of the institutional values. [In process]
  - c) Ensure the UNO Strategic Plan includes metrics that track research outputs and outcomes. Highlight key metrics on the UNO Strategic Planning dashboard. [In process]
  - d) Complete the Research and Creativity Strategic Plan, including institutional goals and metrics, promote it, and place it on the UNO Strategic Planning website. [In process]
- 2) **The strategic plan should promote greater collaboration between UNO and the four campuses University of Nebraska system** (in response to Theme for Growth #4, "enhance collaboration with UNMC to enable growth," pg. 8, and Theme for Growth #9, "strong collaboration and dedication," pg. 8).
  - a) Add the following strategy to Goal 4 (Institutional Excellence) of the UNO Strategic Plan: "Identify, support and sustain mutually beneficial collaborations within the University of Nebraska system." [In process]
  - b) Track collaboration efforts among the four campuses, beginning with UNO/UNMC through existing channels as well as through UNePlan. [In process]

- 3) UNO should leverage alumni engagement and involvement through campus strategic planning efforts** (In response to Advice to the Chancellor, “focusing on student and alumni experiences is crucial,” pg. 13).
- a) Utilize UnePlan to track alumni initiatives in individual unit and college plans. [In process]
  - b) Capture alumni engagement data as a metric. [In process]
- 4) We should utilize University Communications and campus units to build on UNO brand** (in response to all “Themes for Brand,” pg. 9; Theme for Efficiency #1, “clear communication is crucial, pg. 9; and Themes for Outcomes #3, “communicating a clear, collective message is crucial,” pg. 12).
- a) Utilize UNePlan to track U-Comm and other units’ initiatives related to UNO brand. [In process]
  - b) Through University Communications, develop a campaign on “what it means to be a Maverick,” incorporating stories, values, goals, and how it applies across colleges, divisions and units, and for students, faculty, staff, and alumni. [In process]
  - c) Add the phrase “what it means to be a Maverick” to Goal 4.5, to now read “Increase public awareness of UNO’s standing as a premier Metropolitan University and what it means to be a Maverick.”
- 5) We should inventory, track, and communicate key campus metrics** (in response to Theme for Efficiency #2, “better use of data and metrics for decision-making is needed,” pg. 10; Themes for Outcomes #1, “better use of metrics is key,” pg. 12; and Advice to the Chancellor, “defining priorities, aligning resources, and using metrics to measure progress against goals will be essential,” pg. 13).
- a) Create a campus inventory of key metrics already being measured, identify and address gaps in metrics, and assign responsibility for monitoring and communication. [In process]
  - b) Identify and communicate a set of key metrics for each goal of the UNO strategic plan, update regularly, and create a web-based dashboard for select metrics. [In process]
  - c) Utilize UnePlan to track progress of key initiatives related to campus and unit strategic plans. [In process]
  - d) Promote progress toward achieving outcomes against stated goals and communication of these metrics at all levels of campus units. [In process]

- 6) **We can clarify and communicate UNO’s shared values and cultural assets, then work to ensure that campus practices, operations and strategies align with them** (in response to all Themes for Culture, pg. 10-11, and Observations about the Process, pg. 15).
- a) Complete the process of identifying UNO’s institutional values. [In process]
  - b) Incorporate campus values in future communications efforts, including the UNO website.
  - c) Utilize future strategic planning forums to examine how/whether campus practices exemplify these values.
  - d) Hold student/employee/faculty workshops on building campus culture.
- 7) **We recommend that the chancellor determine the process by which he would establish a unifying campus goal.** This could be through the strategic planning committee or outside of it. [Ideas were solicited at the 2018 May Forum and have been shared with Chancellor Gold]
- 8) **We suggest that other findings from the Transition Report could be monitored through the strategic plan.**

The committee believes that other key findings and recommendations from the transition process already align with the UNO Strategic Plan and can be tracked on UnePlan at the unit or college level. For example:

- Theme for Growth # 1: “Partnering with key organizations” (UNO Strategy 3.1)
- Theme for Growth # 2: “Expanding student experiences in their field” (UNO Strategy 2.5)
- Theme for Growth # 3: “Strong potential for growth” (UNO Strategies 1.1, 2.2, 2.3)
- Theme for Growth # 5: “Leveraging community” (UNO Strategy 3.1)
- Theme for Growth # 6: “Enhance access to UNO to enable growth” (UNO Strategies 1.1., 2.2, and 4.1.)
- Theme for Growth # 7: “Identified as a metropolitan university” (Strategy 4.5)
- Theme for Growth #8: “Finding creative solutions to resource opportunities” (UNO Goal 4 in general)
- Theme for Efficiency #4 “Strategies must be prioritized and communicated.” (UNO Strategic Plan)