

Summer, 2010
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 2000 and revised in both 2005 and again in 2010 in conjunction with the strategic planning processes of the university and the Office of Academic and Student 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 and Student Affairs goals to guide institutional decisions and direction 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:

- 1) 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 and to offer professional services to the community, including continuing education opportunities, designed to further personal, professional, organizational and community improvement goals;
- 2) To conduct both basic and applied research consistent with unit's mission and values; and
- 3) 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. ¹

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 what is an affiliate program?

CPACS Objective 1.2: Offer curricula which insure that students develop communication (including writing) 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 (in the sense of differences in basic values and intellectual ideas) and ethics in the context of their chosen major

¹ Links to Goal number one of the NU Strategic Framework

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: Each program will build marketable skills and competencies

CPACS Objective 1.7: Programs will ensure that on-line education, where appropriate, is provided to meet state-wide mission and serve unique constituencies such as adult learners

- 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: The College units will have transparent and clear admission processes and procedures

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

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 (also consistent with Goal 2)

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: Students will have adequate financial assistance to succeed in achieving their academic goals.

- Compile an inventory of financial need of current student body and review utilization of existing scholarship funds
- 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
- Seek additional external funding to support the recruitment and retention of all underserved students (especially those of “color”).
- Continue to build support for the use of the Faculty Development Program as one mechanism to improve connectivity with all underserved students, especially those of “color.”
- Expand community partnerships that provide funding and work experience for students from under represented populations.
- Further develop relationships with academic units on the various University of Nebraska campuses in order to fully utilize resources
- Maintain and where necessary 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)

CPACS Objective 3.5: Students will utilize academic advising, student development and support services within the College to meet their academic goals

- Work with UNO Institutional Research to periodically monitor student attitudes and needs related to student services.
- Review College-wide web sites for their effectiveness in communicating with potential, current, and past students

CPACS Objective 3.6: Students will graduate successfully and achieve their professional and academic goals

- Provide career guidance and work with UNO career center to ensure students have resume and interview preparation options

- Provide internships, practica and other academic experiences that increase opportunities
- Provide high quality academic advising services

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. ²

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

CPACS Objective 1.1: Each unit will apply active learning principles to meet needs of specific student populations

- Further develop the on-going service learning efforts in throughout the college
- Evaluate service learning components from several of the externally funded projects in the college.
- Primary focus will be in the areas of youth violence and drug prevention, community and neighborhood development, successful aging, public and nonprofit capacity building and programs for adult students and those with some college but no degree

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 digital measures 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 faculty external research development

² Links to goal number two of the NU Strategic Framework

- Grants accounting assistance will be provided, usually on a cost reimbursement basis
- Support the development of research teams and centers which are consistent with the college and unit missions
- Explore development of a additional centers, institutes, and similar structures to support external basic and applied research

Objective 2.5: Increase 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 2.6: Increase the research productivity of faculty within their various disciplines

- Support workload assignments that build research productivity
- Provide operating support where possible to support research activities
- Solicit and provide external research support that brings financial support to research efforts
- Encourage multi-disciplinary research activities within and among the campuses of the University of Nebraska

CPACS Objective 2.7: Maintain and expand programs which are relevant to the community and the state for the 21st century

UNO Goal 3: Actively engage with the community and support Scholarship of Engagement across teaching, research and service activities of the faculty, staff and students

CPACS Goal 1: the College will increase on a consistent basis its instructional, research, and service programs and scholarship of engagement including those focused on its statewide responsibility

CPACS Objective 1.1: Increase the development of a time and place independent graduate programs

CPACS Objective 1.2: Increase current applied research and service programs that serve a regional audience

CPACS Objective 1.3: Align its resources in support of new outreach initiatives in partnership with stakeholders inside and outside of UNO

CPACS Objective 1.4: Ensure its non-academic units such as The Brennan Labor Institute continue to provide strong instructional and service roles across the State and region

- Explore and support creation of new campus wide community engagement center facility

CPACS Objective 1.4 Increase resources in support of State organizations and entities to achieve their mission

CPACS Objective 1.5 Increase support of state legislature to plan and develop responsive legislation to meet the needs of the State

CPACS Goal 2: the College will increase its role in assisting UNO's ability to achieve its 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, scholarship of engagement and service programs that serve the metropolitan region

- Support the periodic survey work related to the Omaha Conditions Survey, the State of Brown/Black Nebraska, and special requests that involve multiple agencies such as The City of Omaha, Douglas County, The State of Nebraska, United Way, Urban League, Latino Center of the Midlands, Nebraska State Unit on Aging, 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, MAACH, Project Interfaith, The Neighborhood Center, The Hate Crimes Coordinating Council and The Omaha Community Partnership

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

- Support development of a Community Engagement Center with others on the UNO Campus

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