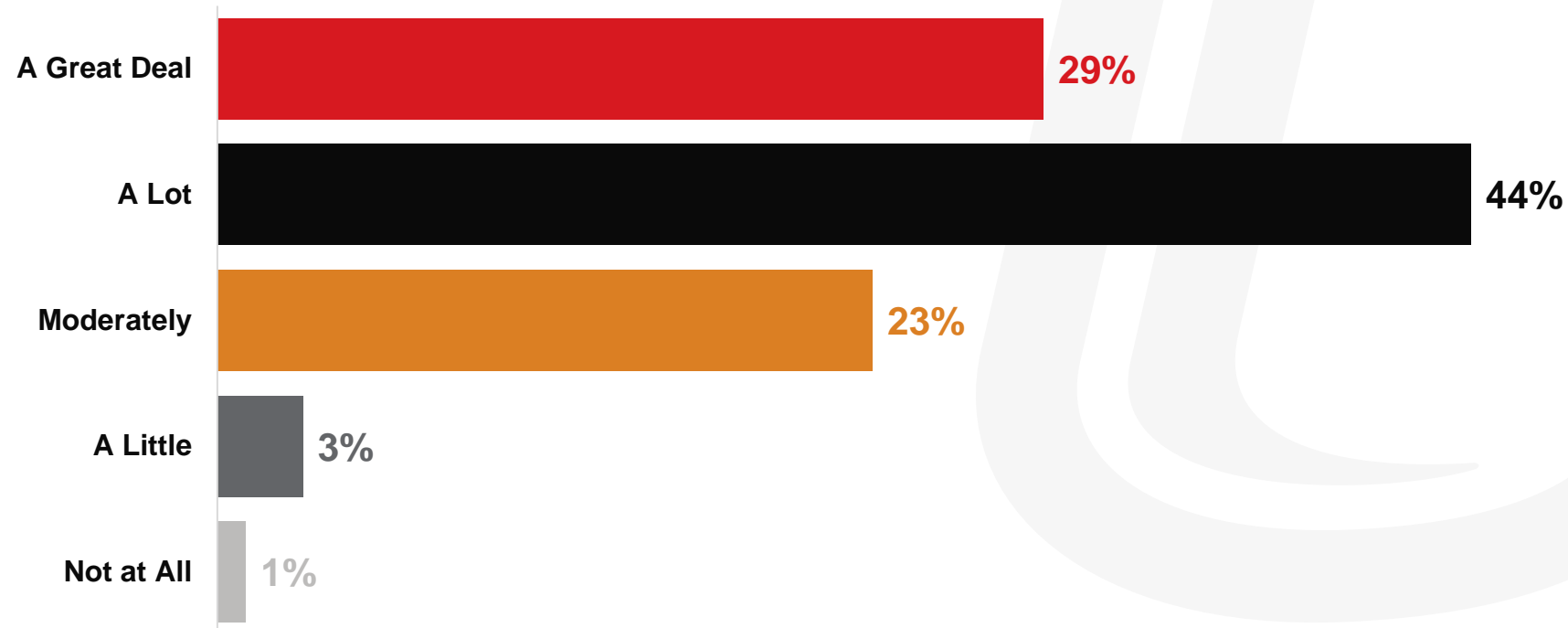STRATEGY FORUM

UNIVERSITY OF Nebraska Omaha

AGENDA

- Strategic Framework
  - Deborah Smith-Howell
- Overview
  - Development of Model/Objectives/Metrics
  - Dissemination to Date
  - Feedback to Date Examples
  - Next Steps
- Tabletop Exercise

- Strategic Advancement and Innovation
  - Phil He
  - Sara Myers
  - Jaci Lindburg
  - Rich Klein
  - Carol Kirchner
- Year of Strategy
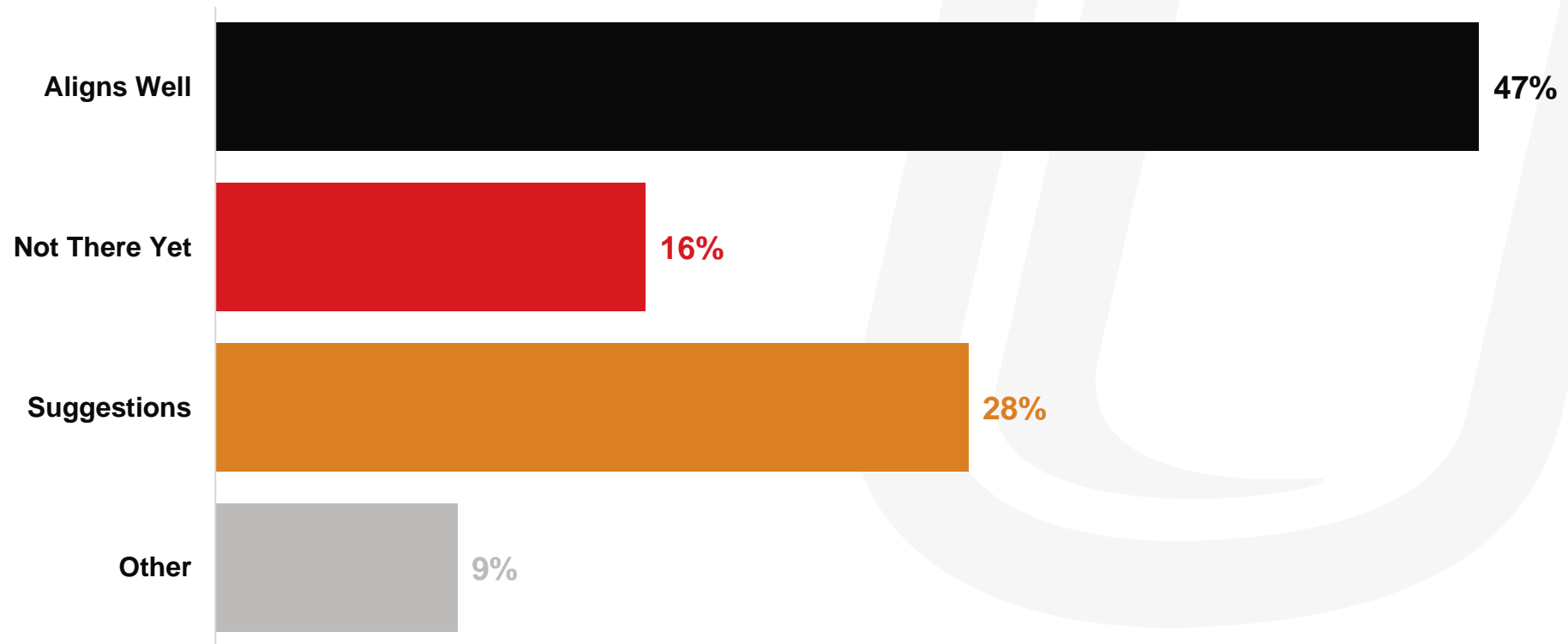 - Chancellor Joanne Li
- Questions & Closing

November 2023 Strategy Forum Responses

To what extent do you believe that the UNO Core reflects UNO's identity, goals, and aspirations?

Response	Percentage
A Great Deal	29%
A Lot	44%
Moderately	23%
A Little	3%
Not at All	1%

STRATEGIC PLANNING

UNIVERSITY OF Nebraska Omaha

November 2023 Strategy Forum: Why or Why Not?

Why or Why Not?

Category	Percentage
Aligns Well	47%
Not There Yet	16%
Suggestions	28%
Other	9%

Aligns Well – Exemplar Comments

- It seems like the identify of UNO matches exactly the UNO Core Pillars

- The core addresses all the things we do.

- It is well-defined.

- Aligns well to UNO's strengths

- I think this is the "mission statement" that faculty, staff, and students have been looking for.

- The UNO Core builds on what we are currently doing and sets forth an ambitious plan for what we can do in the future.

UNIVERSITY OF
Nebraska
Omaha

Not there yet – Exemplar Comments

- I think it is on track with where we want to go as an institution but I can't say it is line with the current identity.
- I feel my area strives to achieve all four pillars; however I think UNO still struggles to be identified within the public domain as a strong contender in each area.
- This work is not entrenched in the fabric of our work or culture. It occurs in different areas at UNO.
- I think the Core matches our goals fairly well but in truth I'm not sure how much our goals match our students goals. UNO has done well focusing on workforce development but our emphasis on increasing research for the sake of research is rarely of importance to our students or community partners. Education is now a vehicle for career development and we should focus solely on that to support our students goals.
- I think that it reflects my unit goals very closely, but not yet UNO, although we are working to get to this.

Suggestions – Exemplar Comments

- I think these goals show UNOs efforts to grow and develop as a university. I do think that the goals could include more specifics for impact on individual students, as well as the university.

- It should include creative activity in addition to pragmatic and impactful research to be inclusive of arts and humanities. Also, it should include engaged citizenship as well as economic workforce. I would use metropolitan instead of urban since campus community is used to that.

- It's very focused on workforce development and seems to leave out arts and humanities in meaningful ways. But I may not understand it well enough! :)

- There needs to be more emphasis on academic excellence and creativity

- Overall, yes - specifically for the majority of staff and faculty. But I want to see more action towards these goals - not just writing it down as the Core - but making it very apparent.

Vision, Mission, UNO Core

Vision

The University of Nebraska at Omaha is recognized as the premier Metropolitan University throughout the United States and the world.

Mission

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.

UNO Core

UNO is an urban public research university educating people of the world. We innovate for the public good through pragmatic and impactful research and discovery. We advance the social and economic mobility of our learners and serve our communities through inclusion rather than exclusion. We assume responsibility for workforce and economic development within our state and beyond. We devote each day to transforming lives.

Values

Excellence:
We focus on exceptional education, groundbreaking research, and the life-long success of our students and alumni.

Engagement:
We strengthen our community through the transformative power of shared resources, dynamic collaboration, and sustained partnerships.

Inclusion:
We create an environment that is welcoming, open, and diverse. We commit to the accessibility of our campus and academic programs, and ensure a respectful and safe campus environment.

Discovery:
We foster a culture of critical thinking and creativity and uphold the rigorous pursuit and exchange of knowledge.
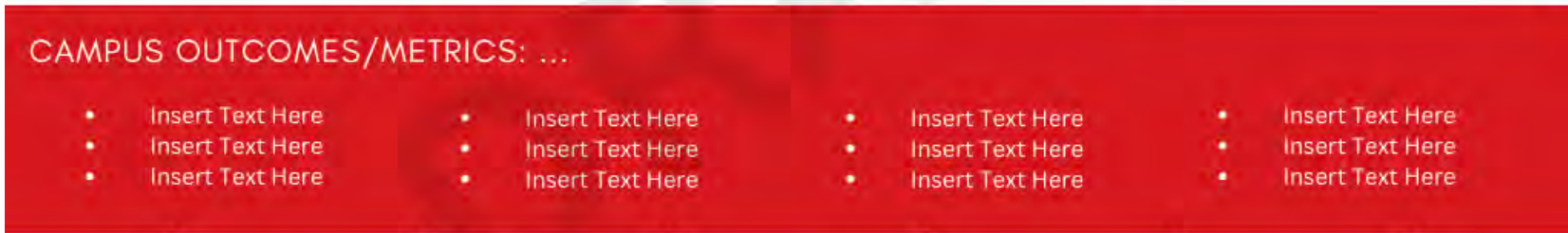
Integrity:
We embody the highest of professional and ethical standards.

Maverick Spirit:
We exemplify strength, resilience, curiosity, independent thinking, and entrepreneurism in our everyday deeds and collective endeavors.

Strategic Planning - DRAFT 3/13/24

Pillars

1. Educating All Learners

Objectives:

- Insert Text Here
- Insert Text Here
- Insert Text Here
- Insert Text Here
- Insert Text Here
- Insert Text Here

2. Pragmatic Research and Discovery

Objectives:

- Insert Text Here
- Insert Text Here
- Insert Text Here
- Insert Text Here
- Insert Text Here
- Insert Text Here

3. Community Engagement, Development, and Partnerships

Objectives:

- Insert Text Here
- Insert Text Here
- Insert Text Here
- Insert Text Here
- Insert Text Here
- Insert Text Here

4. Workforce Development

Objectives:

- Insert Text Here
- Insert Text Here
- Insert Text Here
- Insert Text Here
- Insert Text Here
- Insert Text Here

CAMPUS OUTCOMES/METRICS: …

- Insert Text Here
- Insert Text Here
- Insert Text Here

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College Unit	Strategies Tactics	College Unit	Strategies Tactics	College Unit	Strategies Tactics	College Unit	Strategies Tactics	College Unit	Strategies Tactics	College Unit	Strategies Tactics
College Unit	Strategies Tactics	College Unit	Strategies Tactics	College Unit	Strategies Tactics	College Unit	Strategies Tactics	College Unit	Strategies Tactics	College Unit	Strategies Tactics

Strategic Planning - DRAFT 2/9/24

UNIVERSITY OF Nebraska Omaha

1. Educating All Learners

UNO is an urban public research university educating people of the world.

The University of Nebraska at Omaha (UNO) is, above all else, a learning-centric institution where our number one focus is the success of our students. Our excellence and student focus guide the success of our future leaders in Nebraska and across the world.

Objectives:

- **UNO will provide innovative, agile, and relevant curriculum that ensures UNO graduate possess the knowledge, skills, and abilities they need for life and work and addresses the needs and demands of our local and global communities.**
- **UNO will partner to give students hands-on, real world learning experiences through internships, job shadowing, field placements, practicums and experiential learning projects.**
- **UNO will teach learners broad reaching concepts such as critical thinking and problem solving that will make them a more productive, prepared member of society.**

- UNO will provide resources and remove barriers so that all UNO learners achieve their educational objective.
- UNO will successfully recruit diverse learners from our local Omaha community, region, state, nation and world.
- UNO will retain learners through completion of their intended outcome, whether that's a microcredential, certificate, undergrad degree, or graduate degree.

- UNO will teach learners future-looking job-ready skills that will make them highly marketable and prepared for their careers.
- UNO will offer courses in multiple modalities to reach our learners where they are and in a way that complements their other life demands.

2. Research and Discovery

We innovate for the public good through pragmatic and impactful research and discovery.

Objectives:

- **Increase partnerships within the metropolitan, state, and national landscape so as to become an increasingly well known contributor of pragmatic and impactful research and discovery.**
- **Increase student research & discovery opportunities for all students, emphasizing community-engaged research.**
- **Engage in transformational research that impacts our local, regional, and global communities.**

- Increase students' access to course based undergraduate research and creative activity opportunities.
- Increase use of external funding as a catalyst for student engagement, employment, and program success, by writing student support into external grants and awards.
- Empower faculty and students with the resources they need to do research

3. Community Engagement, Development, and Partnerships

We advance the social and economic mobility of our learners and serve our communities through inclusion rather than exclusion.

The University of Nebraska at Omaha is committed to strengthening the social and economic mobility of our students and their families while also serving as a valued partner in strengthening the development of our future workforce to be leaders in the city of Omaha and the rest of Nebraska.

At its core, the Urban Metropolitan University exists at the intersection between excellence in higher education and community engagement. It represents and responds to the city or region that it serves through a mission that embraces diversity, inclusiveness, and equitable access to the transformational power of higher education. By working together with community partners, the urban metropolitan university's goal is to build a brighter future for all.

Objectives:

- **UNO will be recognized as a national leader for its community engagement, development, and partnerships.**
- **UNO will provide community engagement/community-based experiential learning opportunities for all students regardless of major.**

- UNO will expand community partnerships in business, nonprofits, education, and government.
- UNO will be recognized for its expertise in community engagement, development, and partnerships.
- UNO will partner extensively and create opportunities for students to engage and learn with community, including providing community -based experiential learning within the curriculum.

4. Workforce and Economic Development

We assume responsibility for workforce and economic development within our state and beyond.

But establishing a commitment to workforce development is not just supporting those who already have their sights set on a higher education. It also includes bringing to the table those who think that college is not for them as well as those who may have already attended college but are looking to be lifelong learners.

Objectives:

- **Develop and expand mutually beneficial partnerships in credit and non-credit offerings with business, nonprofit, education, and government to provide experiential opportunities for our learners.**
- **Increase the number of students' experiential learning opportunities, internships, and on-campus employment.**
- **Revise and expand our curriculum and wraparound student services to support working adults in our academic programs.**
- Expand the reputation of UNO as a workforce and economic leader.
- Align academic programs with workforce needs in profit, nonprofit, government, and education sectors.
- Expand participation in learning opportunities for non-traditional/underrepresented populations through partnerships and innovative strategies.

Enrollment:

- UNO will enroll 16,500 credit earning students by Fall 2028.
- All socio-economic and demographic groups will have retention and completion rates comparable to the institutional average.
- UNO UG retention (all students) Fall to Spring will be 92.5% by Fall 2028.
- UNO UG retention (all students) Fall to Fall will be 90% by Fall 2028.

- Increase retention rates for First Generation and Pell-Eligible students to equal institutional retention rate.
- UNO will enroll 3,750 credit bearing graduate students by Fall 2028.
- Students from OUR Tuition states will comprise 10% (1650) of UNO's credit-bearing headcount by Fall 2028.

Completion:

- FTFT cohort 4 year graduation rate will be 60% by Fall 2029 (Fall 2024 cohort).
- FTFT cohort 6 yr graduation rate will be 75% by Fall 2031 (Fall 2024 cohort).

- FT Transfer cohort 2 yr graduation rate will be X% by Fall 2029.
- Increase completion rates for First Generation and Pell-Eligible students to the institutional average by Fall 2029.

Reputation/Value:

- Increase UNO's rankings in USNWR (overall, online, by program, number of programs).
- Military Times-Military Friendly Top 5 by 2029.
- % of graduating students in desired position/profession/graduate school at time of graduation (Graduating Student Survey).

- X% of Students satisfied with preparation for career at time of graduation; 5yrs out; 10 years out.

Curriculum/Pedagogy:

- Implement general education foundational for knowledge, skills, and abilities for life and work by Fall 2025.
- Incorporate experiential learning (service learning, community-based learning, and/or internships into all academic programs by X.

- Develop X number of Competency-based learning (CBE) programs by 2028.

Research/Discovery:

- Increase Federal Expenditures to X by 2028.
- Increase grants and contracts by X each year.

- Increase number of students engaged in research/creative activity.

Community:

- Receive Carnegie elective classification for community engagement (renewal 2026).
- X% of graduating seniors have completed a paid internship.
- Increase number and impact of partnerships (profit, nonprofit, government, and education) as measured by UNO Community Engagement Partnership Initiative (CEPI).
- Increase number of internship partners and internship opportunities.

Workforce:

- Incorporate alignment with workforce needs into academic program review by 2025.
- Provide X number of community/industry/university events focused on understanding and aligning with workforce needs.

- Increase UNO's portfolio of microcredentials, certificates, and consultations.
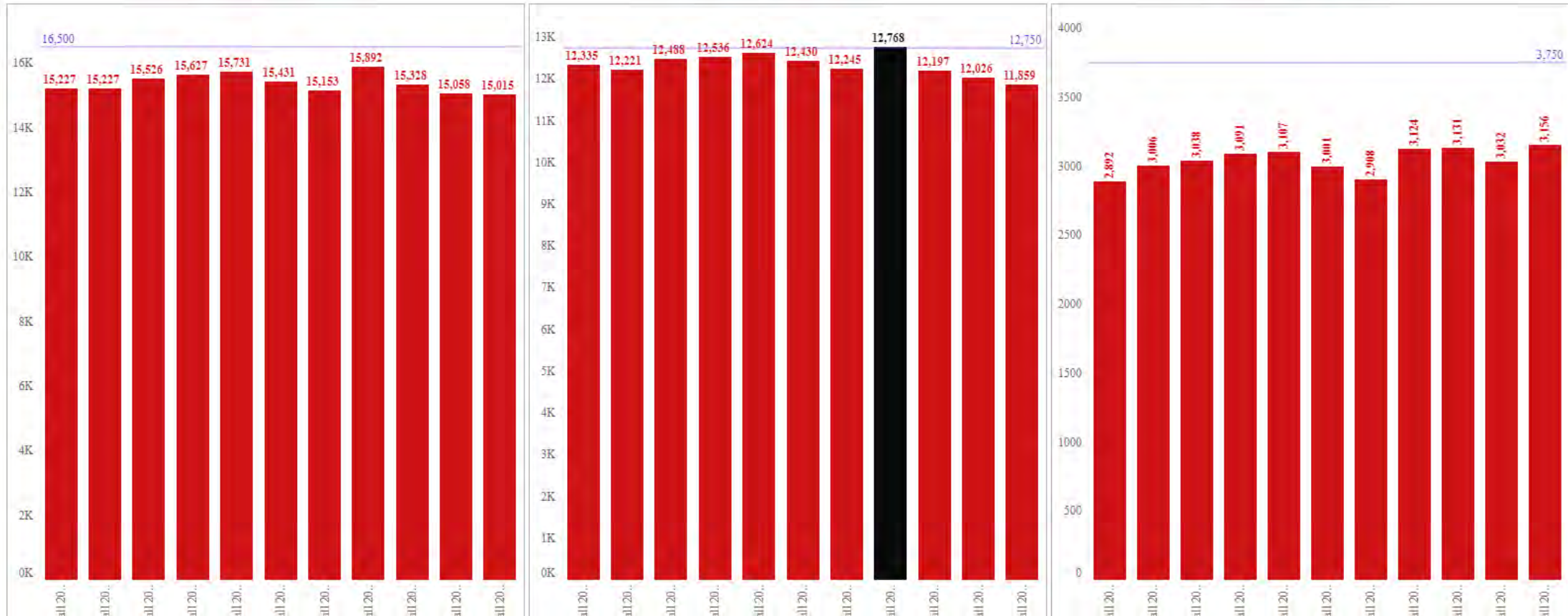
Key Performance Indicators - Retention Undergraduate

Fall-to-Spring	Spring-to-Fall	Fall-to-Fall Cohort
91.0%	**83.9%**	**75.8%**

Fall-to-Spring: 93.0%, 92.7%, 91.4%, 92.1%, 89.8%, 90.5%, 91.4%, 83.8%, 89.3%, 90.3%, 92.5%

Spring-to-Fall: 79.0%, 80.9%, 81.7%, 81.4%, 80.9%, 82.3%, 84.1%, 82.6%, 82.6%, 83.9% (target line 90.0%)

Fall-to-Fall Cohort: 73.5%, 74.9%, 74.6%, 75.0%, 72.7%, 74.5%, 76.9%, 69.2%, 73.7%, 75.8% (target line 85%)
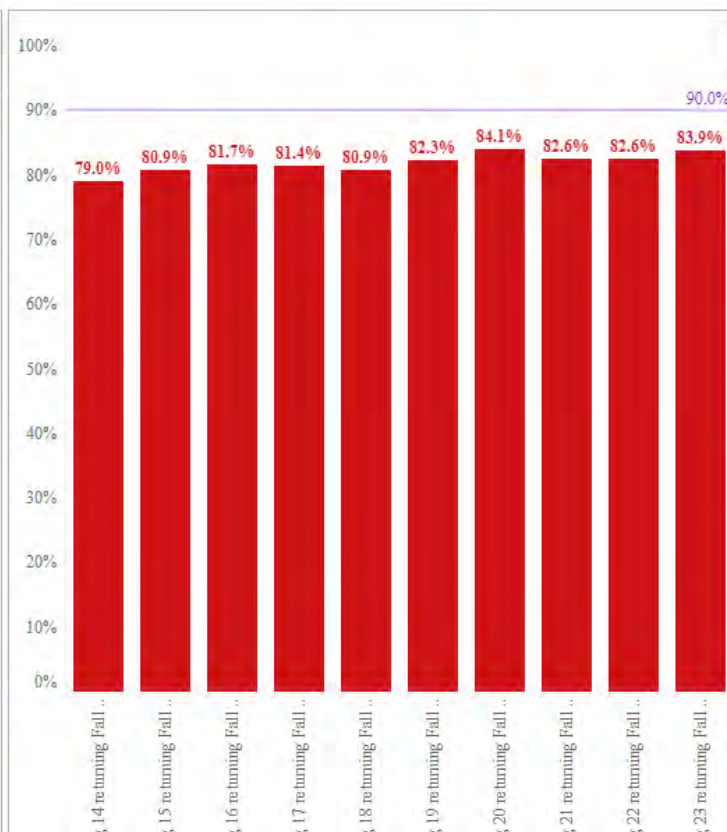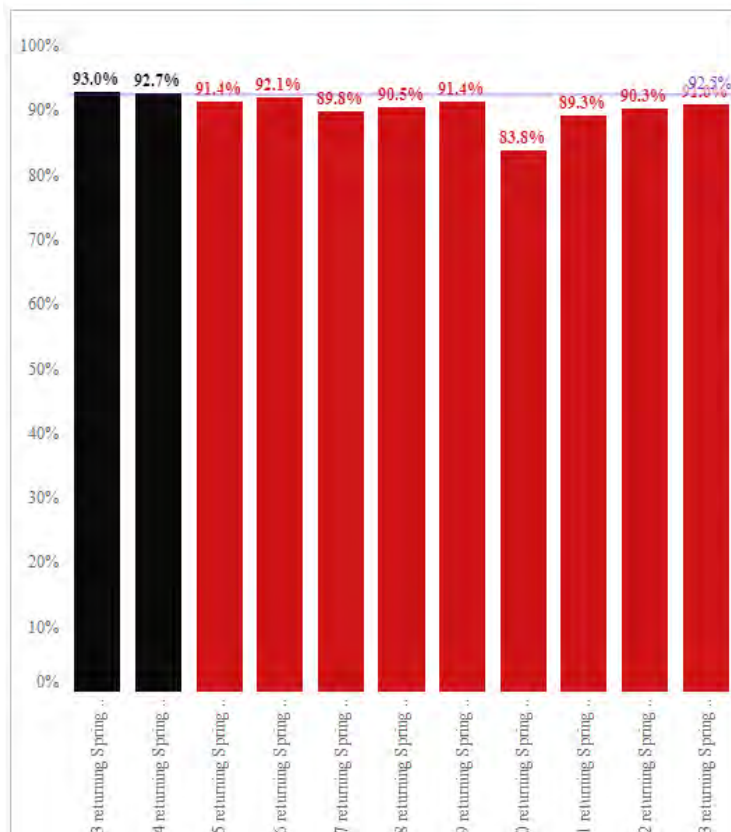
DISSEMINATION AND FEEDBACK TO DATE

- Executive Leadership and Deans
- Faculty Senate
- Staff Advisory Executive Committee
- Chairs/Directors
- College of Arts and Sciences Chairs/Directors
- UNO DEAL participants
- Meetings scheduled with departments/units--

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Provide input
https://www.unomaha.edu/strategic-planning/index.php

TABLE DISCUSSION

- For the next 25 minutes, focus on prioritizing and refining the draft objectives/metrics

- Table numbers indicate where you start (1= Pillar 1; 5= Metrics)

- May not be possible to complete all 5 but will have input on all 5

- Choose 3-5 objectives for each pillar and 5-10 metrics
  - Rewrite, combine, or create new
  - Objectives should connect vision to action; practical targets
  - Metrics measure success in hitting targets

Phil He, Ph.D.
Senior Vice Chancellor for Academic Affairs

Update on Program Vitality Low-Enrolled Programs

- Teachout
  - Counseling (MA)
  - Geography (MA)
  - Health and Kinesiology (MA)
  - Health, Physical, Ed & Rec (MA)
- Moratorium
  - Bioinformatic (BS)
  - Executive MS in Information technology (EMIT)
  - Language Teaching (MA)

- Curriculum Revised
  - Bioinformatics (BS)
  - Geography (MS)
  - Industrial Organizational Psychology (MS)
  - Sociology (MA)
  - Urban Studies (MS)
- UNMC initiating separation
  - Biomedical Informatics (MS and PhD)
- Renamed
  - PhD in Information Technology

ACADEMIC AFFAIRS

UNIVERSITY OF Nebraska Omaha

Weitz Innovation and Excellence

Strategic Priorities for the 2025 proposal cycle:

- Pillar 1: Educating All Learners
- Pillar 3: Community Engagement, Development, and Partnerships
- Pillar 4: Workforce and Economic Development

Timelines:

Calendar year (First round funding)

- May 1, 2024- NuRamp open for proposal submissions
- September 1, 2024- proposals due by 5 PM
- October 15, 2024- notification of funded proposals
- January 1, 2025- first pilot of funded projects begin

Academic Analytics Dashboard

Goal:

Empower each of our academic degree programs to

1. Assess their alignment with the mission

2. Review the academic performance of the students enrolled in the academic program

3. View their economic margins as part of the overall campus

Benefits:

- Greater opportunity to articulate and manage resources

- Enhance ability to use common data sets to inform decisions related to department, college, and institutional initiatives

- Increase opportunity for units to set goals, track progress, and identify opportunities for innovation and change

Town Hall Opportunities:

Monday, April 29, 2024, 9:00 AM to 10:00 AM in MBSC 306

Monday, May 13, 2024, 3:00 to 4:00 PM in Mammel Hall 117

Faculty Excellence and Retention

Goal: Cultivate a welcoming and inclusive environment that engenders a sense of belonging and fosters excellence in teaching, research, and engagement

Launched:

- Early career cohort mentoring program for faculty (TANDEM)
- Faculty exit protocol – surveys, optional interviews, & summary report
- Academic Administrator Training
- Faculty coaching initiative
- 46 instructional faculty base salary adjustments
- Enhancing visibility of faculty excellence (e.g., faculty recognition event, honors/awards nominations

In Progress:

- Mentoring program for mid-career faculty based on principles of TANDEM
- Faculty Handbook – resource on institutional structure, policies, & resources
- Instructional faculty laddering
- Faculty DEAI Advisory Committee participating in APLU institutional change grant, focus on retention
- Enhancing the visibility of national/international honors, awards, & recognition

Enhanced Operational Efficiency

Goal: Identify Opportunities where routine processes can be improved to enhance effectiveness and efficiency

Launched:

- Faculty workload
  - Streamlined faculty workload planning report template
  - Discussions in colleges about policies/processes in place
- Course scheduling efficiencies identified
- J-session planning and analysis

Current Focus:

- More strategic approach to summer course planning & use of facilities to increase ROI
- Goal setting & benchmarking progress
  - Working with colleges on objectives & metrics focused on UNO Core
  - Institutionalize annual process for goal setting & measuring progress
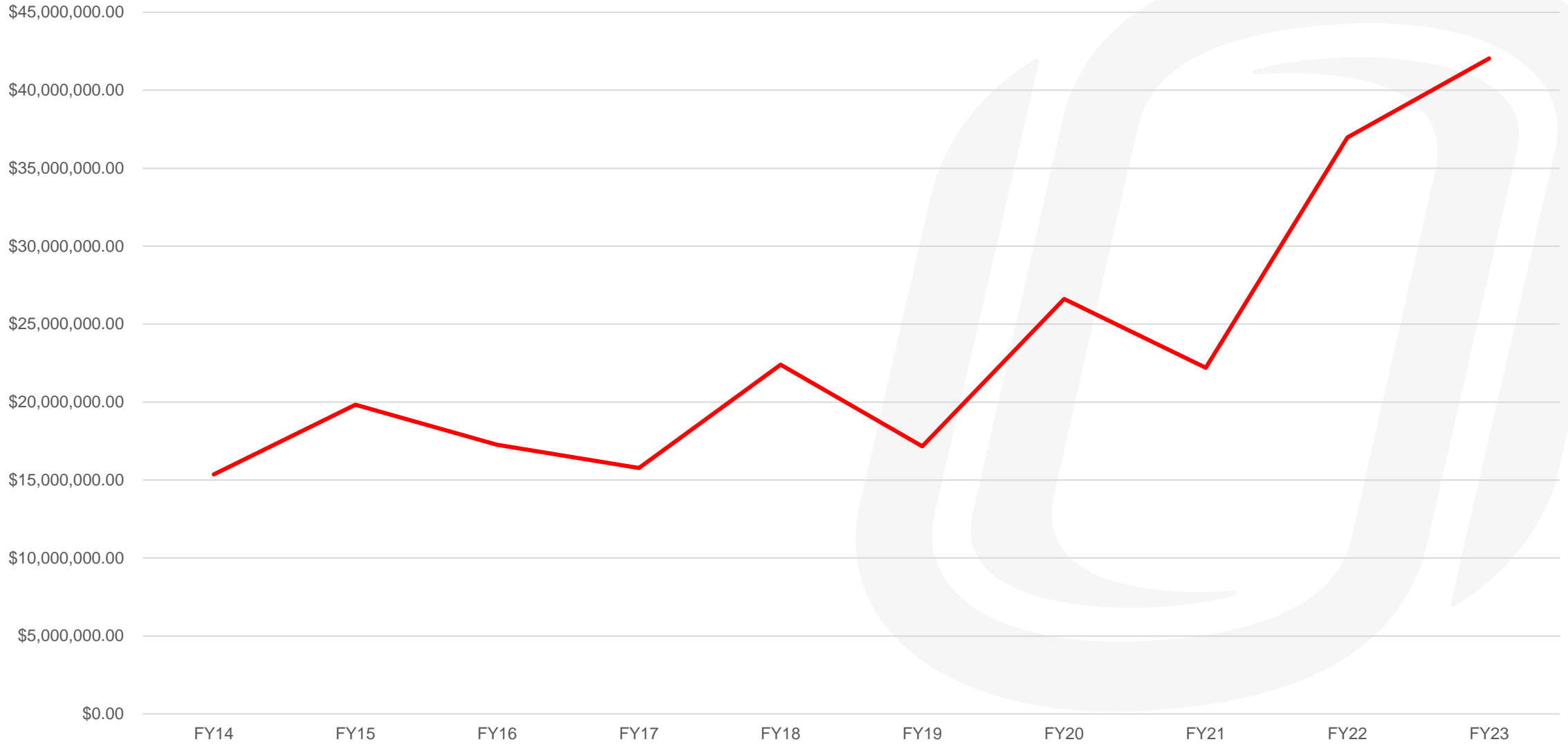
Sara Myers, Ph.D.

Associate Vice Chancellor for Research and Creative Activity

University of Nebraska at Omaha
Annual expenditures (in millions)
NSF HERD Survey

UNO Awards

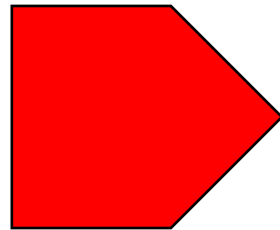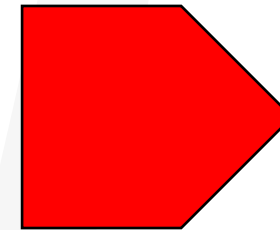|	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
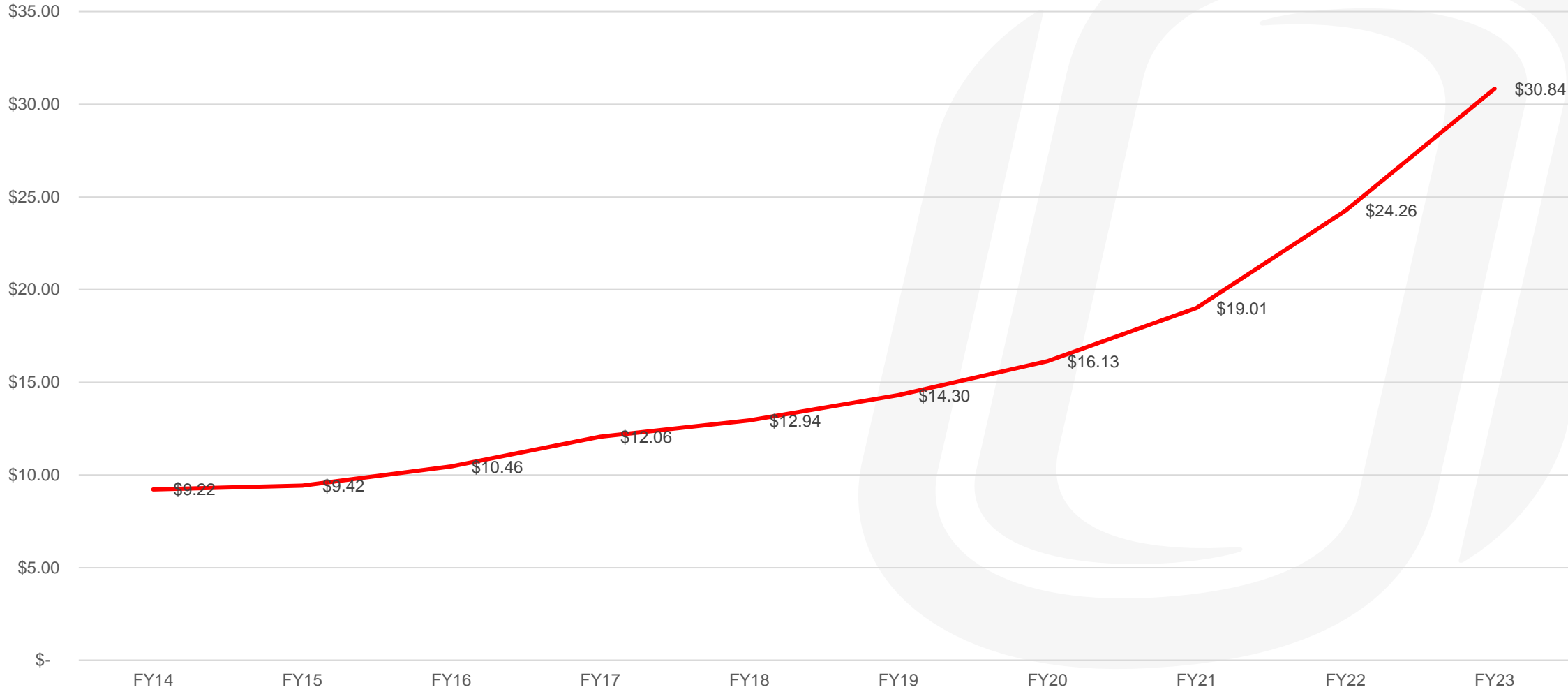
Jaci Lindburg, Ph.D.

Associate Vice Chancellor for Innovative and Learning Centric Initiatives

Division of Innovative & Learning-Centric Initiatives:
Building On UNO's Proven Success in Leading Innovation that Increases Access

Seeing a challenge or opportunity ➤ *Identifying a solution* ➤ *Delivering results*

25 Years Ago: Need for a Connected Online

- Learners wanted more than correspondence courses, campuses wanted to expand their reach, technology began to allow for more
- Four Years Pre-Pandemic, UNO grew online SCH 22%
- Fall 2022 All-Student Survey
  - Almost 85% of UNO students want at least some online courses to mix in with their campus-based learning experiences
  - About 2/3 of our students wanted at least an even mix of online courses in their schedule each semester (if not more online)
- Online Degree Programs
  - *Why: helps us take our high-quality credit-bearing undergraduate and graduate programs to learners who need more flexibility, those who live beyond Omaha, and those who wouldn't otherwise be able to get across the finish line (retention)*

10 Years Ago: The Spiraling Cost of Textbooks

- Consumer prices for textbooks increased 88% in a decade
- Studies estimate that 90% of undergraduates do not have a text on the first day of a class, and two-thirds of students never end up purchasing required texts due to cost
- Open Nebraska program began on this campus in 2017, a collaborative effort with Criss Library, Digital Learning, the bookstore, the Registrar, and ITS
- This effort has now saved UNO students $7.9M and students NU-wide $27.9M combined
- Open Nebraska / Open Educational Resources
  - *Why: provides students with access to high-quality digital course materials directly through Canvas on the first day of a class, saving millions of dollars and ensuring that students can complete course activities without delay*

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Compared to non-OER sections, students in OER sections have

4%

lower DFW rates than non OER sections

When students are in a course using OER, they earn

5%

more A's than non OER sections

Part-time students in OER sections have

8%

lower DFW rates than non OER sections

First-generation students taking an OER course earned

10%

more A's than non OER sections

How Are We Learning About the Needs?

- Market research via Lightcast
- Future of Work Symposium Series (held at UNO twice/year)
- Chancellor's regular listening forums
- Studying peer institutions, peer cities, and aspirational cities
- National studies of the changing workplace
- Workforce Partnership Program meetings each semester

UNIVERSITY OF Nebraska Omaha

What We're Learning

50% of employees worldwide will need reskilling
(World Economic Forum)

70% of people don't feel prepared for the future of work
(Forbes)

80% of employees are concerned they lack skills
(Forbes)

58% of people believe their skills have gone stale since COVID
(Forbes)

INNOVATIVE & LEARNING-CENTRIC INITIATIVES

UNIVERSITY OF Nebraska Omaha

What We're Learning

11,161%

increase in demand for Generative AI skills in job postings in the US since November 2022

(Lightcast)

◆

Although this includes demand for job postings that are looking for someone to build and implement complex generative AI tools, a larger portion of this demand comes from jobs that are simply looking for someone who can effectively interact with the tools and use them in their daily work.

Solutions: Our Opportunity to Innovate

- **Microcredentials**
  - *Why: short-form, aimed primarily at reskilling/upskilling needs of individuals already in the workforce and degree-holders, can be standalone but also can be a pathway into full degree programs for some learners*

- **Competency-Based Education**
  - *Why: removes traditional time vectors placed on learning and shifts focus to mastery/demonstration of skill attainment, has been proven to decrease barriers to access for students who do not typically attend postsecondary institutions*

- **Digital Badging**
  - *Why: recognizes the attainment of skills and competencies with a more frequent/tangible outcome, portable/learner-owned, issued by multiple types of organizations including but not limited to higher education*

INNOVATIVE & LEARNING-CENTRIC INITIATIVES

UNIVERSITY OF Nebraska Omaha

Institutional Effectiveness & Student Success

- Undergraduate Recruiting
  - Recruit ALL Nebraska High School Graduates
  - Targeted OUR Tuition State's High School Graduates
- Making "Priority Enrollment a PRIORITY" for Students
  - Retention – Locking in Early

UNIVERSITY OF Nebraska Omaha

Institutional Effectiveness & Student Success

- MavCONNECT – Salesforce's Student Success Hub
  - Continuously phase in new functionality
- Stellic's Degree Management Platform
  - Scheduling Earlier to Leverage Capabilities
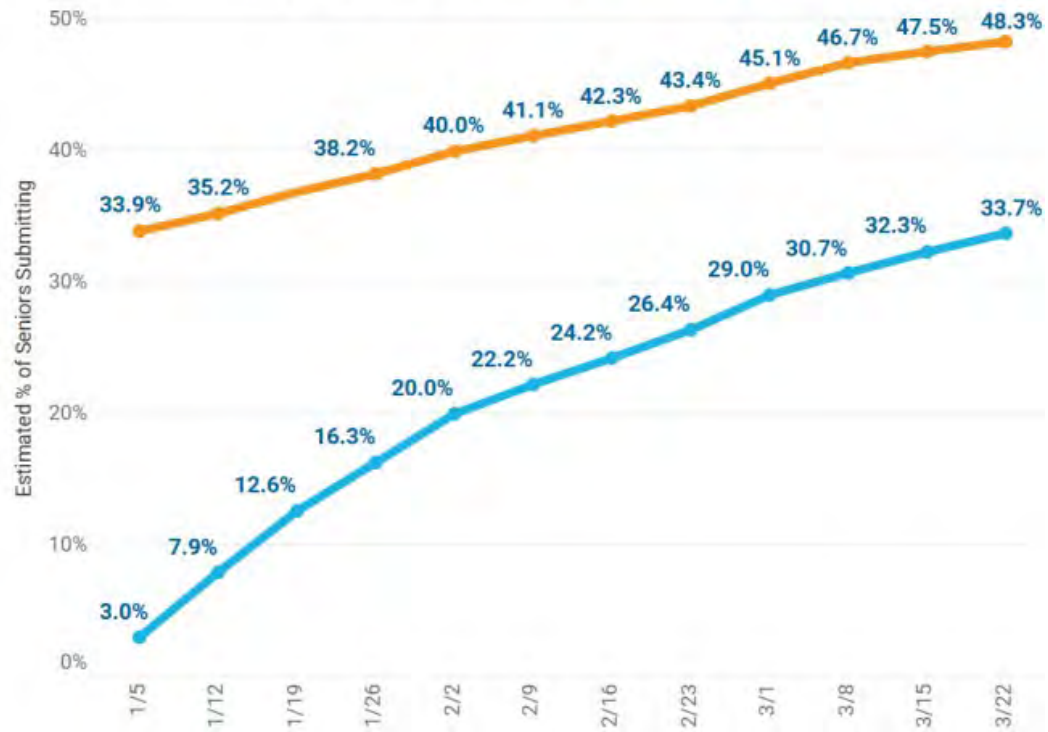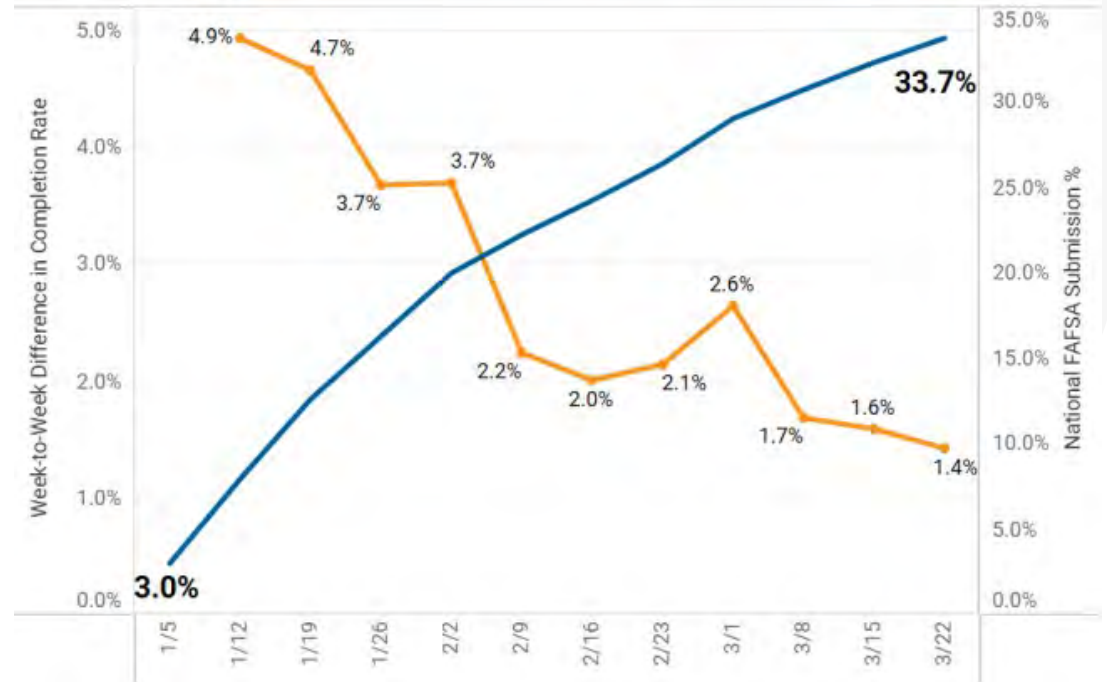- Key Performance Indicators (KPIs)

Institutional Effectiveness & Student Success

Estimated Percent of Seniors Submitting a FAFSA, High School Classes of 2023 and 2024

Through March 22, 33.7% of the class of 2024 has submitted a FAFSA, but week-to-week increases in the submission rate are trending down.

Carol Kirchner, MBA, CPA

Vice Chancellor for Business and Finance

Budget & Financial Priorities

- ZBB > Assessing new Budget Models
- Mid-year budget/financial reviews
- Tuition Estimates
- FY25 *Tentative* Budget timeline
  - May 10, 2024 Salary Guidelines Issued
  - June 20, 2024 FY2024-25 Operating Budget proposed to Board of Regents
- Financial Enrollment Strategies
- Auxiliary revenue generating strategies

Successful innovators innovate beyond products and integrate 5⁺ types...

TEN TYPES OF INNOVATION

BOLDER CONCEPTS **EASIER TO IMPLEMENT** **HARDER TO COPY**

Network
Connections with others to create value

Process
Signature or superior methods for doing your work

Product System
Complementary products and services

Channel
How your offerings are delivered to customers and users

Customer Engagement
Distinctive interactions you foster

Profit Model	Network	Structure	Process	Product Performance	Product System	Service	Channel	Brand	Customer Engagement

CONFIGURATION **OFFERING** **EXPERIENCE**

Profit Model
The way in which you make money

Structure
Alignment of your talent and assets

Product Performance
Distinguishing features and functionality

Service
Support and enhancements that surround your offerings

Brand
Representation of your offerings and business

STRATEGY FORUM

UNIVERSITY OF Nebraska Omaha

QUESTIONS & CLOSING

THANK YOU FOR ATTENDING!

Upcoming Event:

Public Forum | Priority Candidate – Jeffrey P. Gold, M.D.

Monday, April 15th
2:30pm – 3:30pm

Tuesday, April 16th
9:00am – 10:00am

*Both sessions will take place at Thompson Alumni Center