UNO Strategy Forum

November 17, 2023

University of Nebraska Omaha

AGENDA

- **Welcome**
- **UNO Mission and UNO Core**
  - Vision, Mission, and Values
  - UNO Core
  - Small Group Discussion
- **Strategic Budget Response**
  - Review and Updates
    - Overview – Chancellor Li
    - Campus Budget and Financial Planning – Vice Chancellor, Carol Kirchner
    - Academic Program Vitality Initiative – Senior Vice Chancellor, Phil He
  - Small Group Discussion
- **Q&A**
- **Concluding Remarks**

Vision, Mission, and Values

VISION & MISSION

- **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 transforms and improves the quality of life locally, nationally, and globally.

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.

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UNO Core

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.

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Pillars

UPCOMING DISCUSSION QUESTION

For each of the subsequent pillars, be thinking about the following question:

How do you and/or your unit contribute to and advance this pillar?

Pillar 1: EDUCATING PEOPLE

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.

Pillar 2: RESEARCH AND DISCOVERY

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

Pillar 3: COMMUNITY ENGAGEMENT

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.

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# Pillar 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.
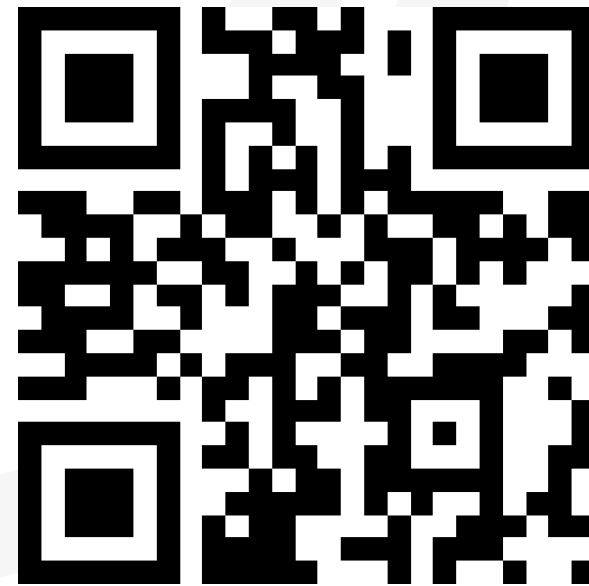
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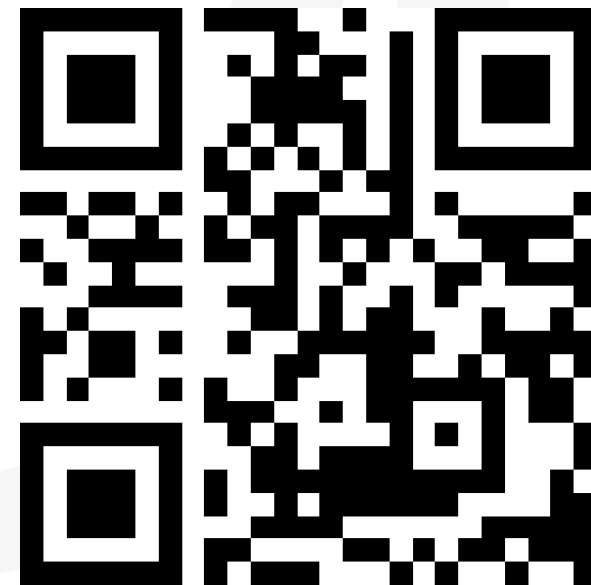
Audience Poll

AUDIENCE POLL (answer independently)

To what extent do you believe that the UNO Core reflects UNO's identity, goals, and aspirations? Why or why not?

- Not at all
- A little
- Moderately
- A lot
- A great deal

https://tinyurl.com/UNOcore

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Strategic Budget Response
Chancellor Li

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Umbrella/Overarching Strategy: Bringing Organization and Transparency to this Overall Process

It is imperative that UNO is intentional, proactive and transparent in 1) engaging all members of the campus community, 2) including faculty and staff in budget-related exercises, 3) planning ongoing avenues for providing updates, 4) regularly communicating budget information, and 5) celebrating and continuing to articulate UNO's vision and value proposition. We know that our faculty/staff/students - as well as community members/alumni/partners - are critical stakeholders who care deeply about UNO's current and future offerings and will want to stay informed of these short-and long-term processes and discussions.

Academic Program Review

Direction, Alignment, Mission

These strategies will examine how academic programs are aligned to UNO's mission, what workforce needs exist in our region, what career options exist for students trained in certain disciplines, and whether the mix of academic programs we offer are effectively meeting needs.

Budget or Viability

These strategies will analyze the costs to deliver each academic program, chart the enrollment trends of each program, and consider the overall return on investment.

Structural and Efficiency

These strategies will examine academic programs being offered at other NU campuses, as well as all programs across our own campus, and consider opportunities for realignment.

Campus Budget, Revenue, and Financial Planning

Start First

These efforts will be to create and/or receive a zero-based budgeting template and scrutinize our spending.

Comes Second

These strategies will calculate our cash balances across different funding types.

These strategies will chart our research growth/ potential, as well as studying and strategizing potential operations and tech efficiencies.

>> Bring Together <<

Start each bundle of tasks simultaneously with small, intentional teams. Bring in experts and additional assistance as needed. Weave deliverables from groups together. Output becomes UNO's forward-looking strategic plan. In it, vision for UNO is articulated with long-term strategies to get there, in addition to short-term budget/ efficiency driven strategies that will allow us to change.

Strategic Budget Response
Senior Vice Chancellor, Phil He

Academic Program Vitality Model

PHASE 1

Identify draft data helpful for academic programs to tell the story of program impact, consider potential program updates, and identify opportunities for growth

PHASE 2

Share draft with multiple campus stakeholders for feedback

PHASE 3

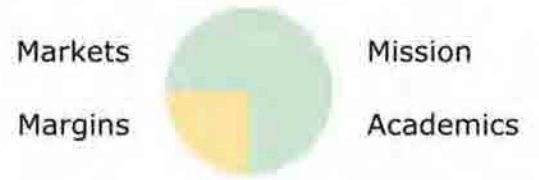Contract process to identify vendor to create Data Analytics Dashboard

PHASE 4

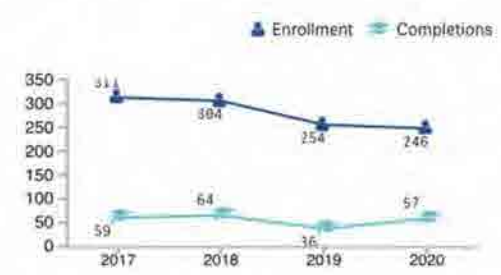Share versions of dashboard with campus for feedback to refine
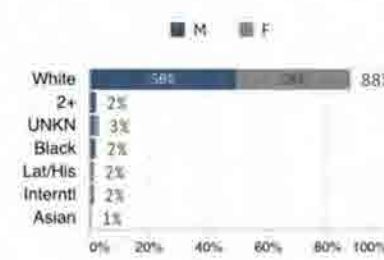
DATA ANALYTICS DASHBOARD

Accounting (Bachelor's)　　Sustain

Category Status

Markets　　　　Mission

Margins　　　　Academics

Goals

#	Goal	Status
1	Increase the number of internships	Needs Attention
2	Increase accounting student professional exam performance outcomes	On Track
3	Increase accounting student job placement outcomes	Satisfactory
4	Enhance accounting students' accounting-related software skills in order to meet modern technology needs	At Risk

Size

Enrollment　Completions

311　304　254　246
59　64　36　57
2017　2018　2019　2020

Demographics

■ M　■ F

White	58%		88%
2+	2%		
UNKN	3%		
Black	2%		
Lat/His	2%		
Interntl	2%		
Asian	1%		

0%　20%　40%　60%　80% 100%

Markets

Rubric: Undergraduate　　Market: 100-Mile Radius

	Student Demand	Employment	Competitive Intensity
Total	99%	100%	6%
Size	100%	100%	0%
Growth	10%	100%	13%

Overall Percentile: 100%

Margins

YR: 2020　　Term: All

	Total $	SCH
Gross Revenue	$2,307,543	$327
State App	$931,219	$132
Discounts	$596,284	$84
Net Revenue	$2,642,479	$374
Costs	$1,264,867	$179
Contribution	$1,377,612	$195

Mission

Academic Focus　　Students Served　　Learning Outcomes　　Highlight

Category	Program Fit
Academic Focus	The undergraduate program in Accounting blends theory and practice in generating job-ready graduates....
Students Served	Accounting students intern at a wide variety of businesses, often holding multiple internships, leading to full-time placement. Student-practitioner day has been a hallmark for over two decades....
Learning Outcomes	The Accounting program meets regional, state, and national needs through the creation of a diverse talent pipeline for both the profit- and non-profit sectors. Additionally, the faculty, students, and staff of the department help organizations to grow as well as becoming more efficient....
Highlight	High Student Placement rates in internships and full-time employment; Professionally credentialed and award-winning faculty...

Academics

Filter Course Dpt.

Category	Metric	2019	2020	Change
Program Profile	# of Students	203	197	-3% ↓
	# of SCH Taught	5,439	4,730	-13% ↓
	% SCH in Online Courses	7%	9%	22% ↑
	% SCH Taught by FT Faculty	57%	57%	-0% ↓
	% SCH Taught by Tenure/Track	NA	NA	NA —
Department Profile	# of Full-Time Faculty	11	17	32% ↑
	# of Part-Time Faculty	49	70	28% ↑
	% SCH Taught In-Dept	23%	24%	2% ↑
Student Progress	# Students Enrolled 2+ Terms	159	139	-8% ↓
	# Students Return from Prior Yr.	137	131	-3% ↓
	# Students Enrolled 15+ CH	202	188	-7% ↓
	% Students Complete 15+ CH	62%	65%	3% ↑
	Withdraw/D/F Rate	27%	24%	-11% ↓
Outcomes	# of Completions	28	45	38% ↑
	Median Time to Complete (Yrs)	3.10	3.20	3% ↑
	Benchmark Exam/Licensure Pass Rate	83%	87%	4% ↑
	Avg. End-of-Program Survey Rating	77%	80%	3% ↑

Pell Status　Age Group　Gender　Race/Ethnicity

Non　Pell　　<25　25+　　M　F　　White　Lat/His　Asian　UNKN　Black　Ntv Am　2+　Interntl

Building The Foundation of an Innovative 21ˢᵗ Century Curriculum

Transforming General Education – Gaining Momentum for a Flexible, Relevant, Coherent Core

Restructuring the Foundation of General Education!

Fall 25 –
New Gen Ed: Curricular model phases in

Summer 24 to Spring 25 –
Transition plan: Develop and implement

Fall 23/Spring 24 –
Seeking Feedback: Seek campus feedback and Senate support of a new curricular model

Spring 24 –
Campus and Community Dialog on the Value of the Liberal Arts and the fundamental importance of General Education. Gain broader input for refining the new approach and build buy-in from essential constituencies. Bring in national experts to help guide crafting of the new requirements.

Fall 23 –
Accreditation and Transfer Credit: Submit Gen Ed Reform as HLC Quality Initiative and consider policy for transfer of general education credits

Summer 23 –
Deeper engagement with the Faculty and Faculty Senate to truly re-envision General Education to to provide the necessary educational foundation for all UNO students for a lifetime of work and learning!!

Spring 22 –
Starting Point: Campus survey launched to solicit feedback about the potential need to reform Gen Ed

Spring /Fall 22 –
Campus Discussions Continue: Focus groups & open forums

Dec 22 –
Strategic Planning Forum: Campus discussions indicate support for reforming general education

Fall 23 – Gaining Momentum: New mission, vision, and learning outcomes established for a revised Gen Ed curriculum

March/April 23 – Sought Faculty input on "peanut butter" credit hour reduction followed by a phased development of a new general education curriculum. This sort of approach was criticized by the Faculty and rejected by Faculty Senate as not strategic. The Faculty insisted that a fundamental restructuring of the very foundation of undergraduate education must be grounded in UNO's mission, structured to fit the unique nature of our student body, and designed to provide the education that all students will need in the rapidly evolving world and workplace.

Facilitating Transfer of General Education Credit

Clear, Consistent, and Equitable Transfer of General Education Credits for Students with Associate/Bachelor Degrees

- Goal: Establish a new academic policy to support a more seamless transfer of general education credit regardless of UNO's specific general education model.
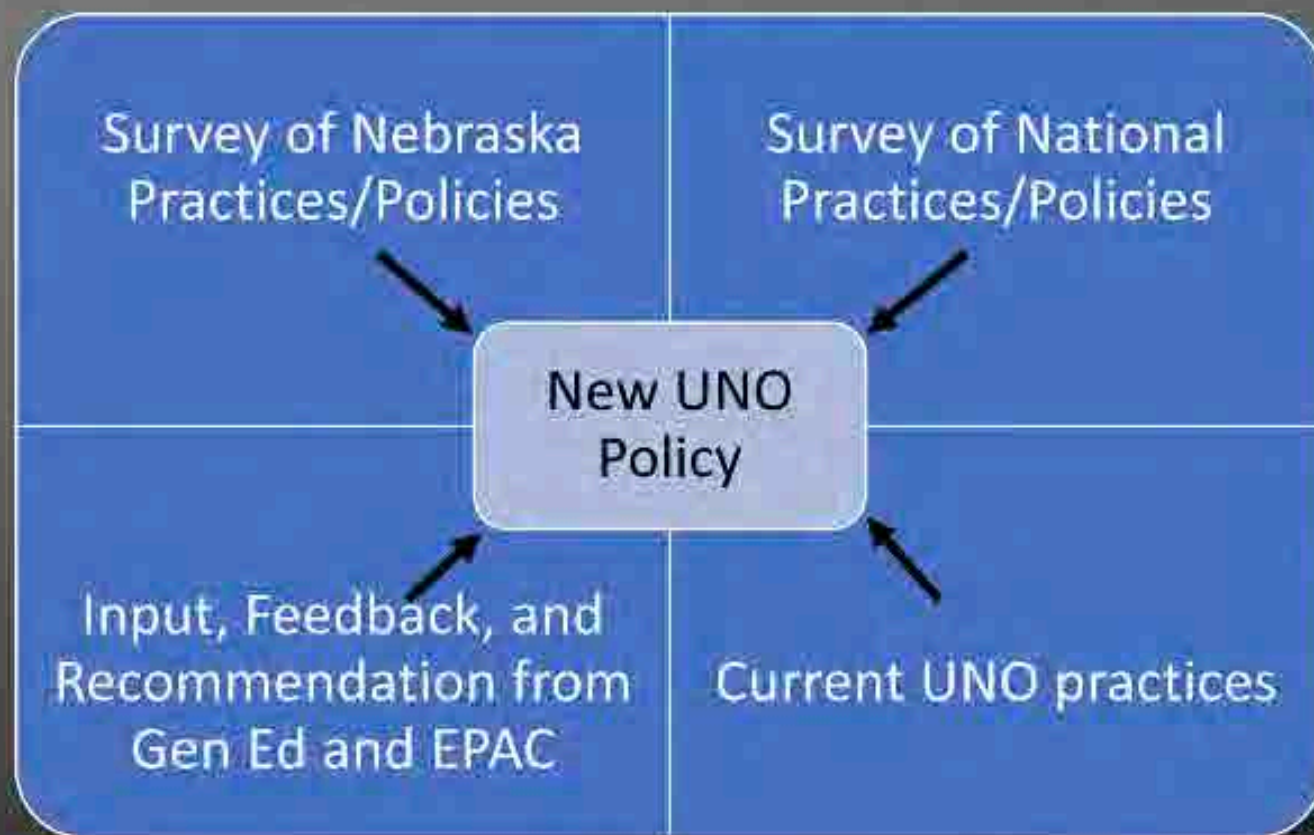
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Vice Chancellor, Carol Kirchner

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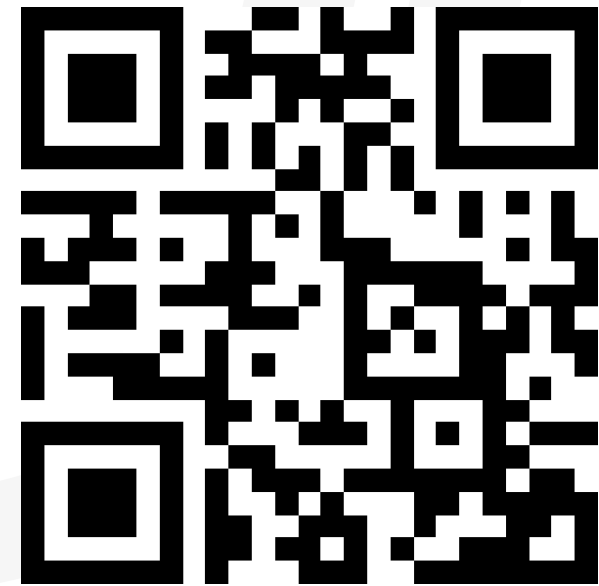
Blue Sky Thinking

TABLE DISCUSSION

- Where do you see UNO could reduce/find efficiencies?

- Where could resources/revenue be enhanced with some investment – generate positive ROI?

STRATEGY FORUM

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Open Forum | Q&A

Concluding Remarks
Chancellor Li

FUTURE OF WORK

SYMPOSIUM

A critical dialogue about work, workforce, and the workplace.

FORCES OF CHANGE

YOU'RE INVITED!

DECEMBER 11, 2023 | 1-4 P.M.
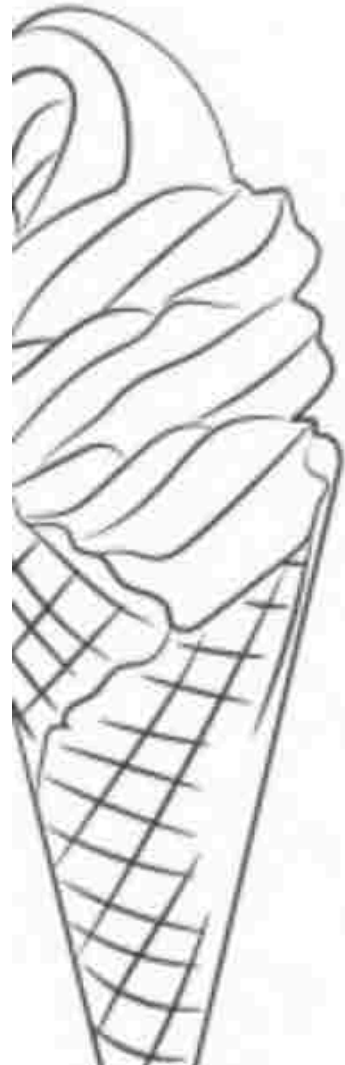**SCOTT CONFERENCE CENTER**

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WEAR BLACK, GIVE BACK CAMPAIGN

UNO numbers over the past 4 years:
- 2020: 1,390 gifts - $193,873 raised
- 2021: 2,389 gifts - $362,204 raised
- 2022: 3795 gifts - $553,702 raised
- **2023: 4,967 gifts - $761,285 raised**

YOU'RE INVITED TO CHANCELLOR LI'S

Ice Cream Celebration

TUESDAY, NOVEMBER 21ST | 2-4 P.M.
MILO BAIL STUDENT CENTER BALLROOM