

INVESTING IN NEBRASKA'S FUTURE

Strategic Planning Framework -- Accountability Measures

An Implementation Tool for the Board of Regents and University Leadership

2008-2011

The University of Nebraska is a four-campus, public university which was created and exists today to serve Nebraskans through quality teaching, research, and outreach and engagement. The future of the State of Nebraska is closely tied to that of its only public university, and this framework will guide university-wide and campus planning to help build and sustain a Nebraska that offers its citizens educational and economic opportunity and a high quality of life.

The framework consists of six overarching goals emphasizing access and affordability, quality programs, workforce and economic development, research growth, engagement with the state, and accountability. Each goal has a number of related objectives which will be prioritized, and strategies and accountability measures will be developed for Board and university-wide monitoring over a multi-year period.

The university's efforts will not be limited to these priorities, as we expect to be able to measure progress in other areas given the interrelatedness of the objectives, other priorities of the Board and the President, and the mature and/or ongoing strategic planning efforts of the four campuses. Each campus has established a set of quality indicators with metrics that provide a means to evaluate achievement and momentum related to many of these objectives. Additional indicators will be developed to address each objective consistent with campus missions.

1. The University of Nebraska will provide the opportunity for Nebraskans to enjoy a better life through access to high quality, affordable undergraduate, graduate and professional education.

a. Maintain an affordable cost of education.

i. Secure state funding sufficient to support excellent programs.

Reporting Period	Accountability Measure	Report Date	Reporting Committee
FY 2008-09	Achieve an increase in state funding that meets or exceeds the Higher Education Price Index (HEPI).	June 2008 Sept. 2008	Business
FY 2009-10	TBD (June 2008) (Sept. 2008)	June 2009	Business
FY 2010-11	TBD (June 2008) (Sept. 2008)	June 2010	Business

ii. Keep tuition increases moderate and predictable.

Reporting Period	Accountability Measure	Report Date	Reporting Committee
FY 2008-09	No greater than 5% + 1% LB 605 assessment	June 2008 Sept. 2008	Business
FY 2009-10	TBD (June 2008) (Sept. 2008)	June 2009	Business
FY 2010-11	TBD (June 2008) (Sept. 2008)	June 2010	Business

iii. Increase support for need-based financial aid.

Reporting Period	Accountability Measure	Report Date	Reporting Committee
FY 2007-08	1) In January, 2008, the Board will consider the President's plan to expand the University's Tuition Assistance Program to provide a significant level of additional financial aid. 2) Achieve a \$1 million increase in state support for need-based financial aid resulting in an additional award to the University through the Nebraska State Grant program of \$387,000. 3) Increase private funds raised by \$6 million (endowment and/or spendable).	Jan. 2008 and Sept. 2008	Business
FY 2008-09	Implement the plan to expand the Tuition Assistance Program from January, 2008.	Sept. 2009	Business
FY 2009-10	Report on the implementation, including results, of the plan to expand the Tuition Assistance Program.	Sept. 2010	Business

b. Increase the percentage of Nebraska high school graduates who enroll at and graduate from the university.

i. The University of Nebraska shall increase its overall enrollment.

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Fall 2008	1.5% annually	Nov. 2008	Academic
Fall 2009	Increase undergraduate enrollment 1.5% annually.	Nov. 2009	Academic
Fall 2010	Increase undergraduate enrollment 1.5% annually.	Nov. 2010	Academic

ii. *Each campus shall exceed the average undergraduate freshman-to-sophomore retention rate of its peer institutions.*

iii. *Each campus shall maintain or reach the average undergraduate six-year graduation rate of its peer institutions.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
2006-07 Academic Year	1) Each campus will maintain or reach the average six-year graduation rate of its peers. 2) All prospective and current undergraduate students are regularly informed and assisted in obtaining the benefit of the University's four-year graduation guarantee.	Jan. 2009	Academic
2007-08 Academic Year	1) Each campus will maintain or reach the average six-year graduation rate of its peers. 2) All prospective and current undergraduate students are regularly informed and assisted in obtaining the benefit of the University's four-year graduation guarantee.	Jan. 2010	Academic
2008-09 Academic Year	1) Each campus will maintain or reach the average six-year graduation rate of its peers. 2) All prospective and current undergraduate students are regularly informed and assisted in obtaining the benefit of the University's four-year graduation guarantee.	Jan. 2011	Academic

iv. *Each campus shall endeavor to increase the enrollment of students of color, employing measures permitted by state and federal law.*

v. *The university shall engage in partnerships with other higher education institutions, K-12, and the private sector to increase the overall college going rate in Nebraska.*

c. Increase the percentage of persons of color and the economically disadvantaged who enroll at and graduate from the university, employing measures permitted by state and federal law.

d. Expand lifelong educational opportunities, including those for non-traditional and transfer students.

e. Promote adequate student preparation for and success in higher education.

2. The University of Nebraska will build and sustain undergraduate, graduate and professional programs of high quality with an emphasis on excellent teaching.

- a. Recruit and retain exceptional faculty and staff, with special emphasis on women and persons of color.
- i. *Faculty salaries and incentives (awarded on the basis of merit) and fringe benefits should exceed the average of peer institutions.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
FY 2007-08	1) All salary increases should be awarded, to the extent possible, on the basis of merit. 2) Average faculty salaries on each campus shall meet or exceed the midpoint of peers. 3) Once the midpoint of peers has been met or exceeded, an exceptional merit shall be established to provide additional incentives related to performance.	March 2009	Business
FY 2008-09	1) All salary increases should be awarded, to the extent possible, on the basis of merit. 2) Average faculty salaries on each campus shall meet or exceed the midpoint of peers. 3) Once the midpoint of peers has been met or exceeded, an exceptional merit shall be established to provide additional incentives related to performance.	March 2010	Business
FY 2009-10	1) All salary increases should be awarded, to the extent possible, on the basis of merit. 2) Average faculty salaries on each campus shall meet or exceed the midpoint of peers. 3) Once the midpoint of peers has been met or exceeded, an exceptional merit shall be established to provide additional incentives related to performance.	March 2011	Business

- ii. *Each campus shall conduct campus climate surveys and minimize the differences in assessment of climate among various groups of employees, especially women and persons of color.*
- iii. *Each campus shall endeavor to exceed the average of its peers in the proportion of the faculty who are women or persons of color, employing measures permitted by state and federal law.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Fall 2007	Increase the percentage of total NU faculty who are women or persons of color over Fall 2006 figures.	Sept. 2008	Academic
Fall 2008	1) Meet or exceed the average of peers in the proportion of faculty who are women or persons of color. 2) Report on other measures of success including the net change in number of faculty who are women or persons of color and the relative rate of change in faculty composition as compared to peers.	Sept. 2009	Academic
Fall 2009	1) Meet or exceed the average of peers in the proportion of faculty who are women or persons of color. 2) Report on other measures of success including the net change in number of faculty who are women or persons of color and the relative rate of change in faculty composition as compared to peers.	Sept. 2010	Academic

- iv. *Secure enactment of the Distinguished Professorship Act.*

- b. Pursue excellence in programs where the university can be a regional, national and/or international leader.
- c. Pursue excellence in programs aligned with the long-term interests of the state.
 - i. *Determine key areas of future workforce demand and strengthen or develop curricula and programs in alignment with those areas.*
 - ii. *Develop educational programs that prepare students for the flexibility required to respond to the uncertainty of future workforce demands.*
 - iii. *Develop distance education and other educational programs that permit Nebraskans to prepare for jobs and opportunities to meet future workforce demands.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Fall 2008	Update the list of university programs addressing workforce needs.	March 2009	Outreach
Fall 2009	1) Align university programs to address workforce needs. 2) Provide distance education programs consonant with the university's curriculum to prepare Nebraskans for quality jobs and self-employment opportunities.	March 2010	Outreach
Fall 2010	Index and analyze faculty research that may contribute to new workforce opportunities.	March 2011	Outreach

- d. Achieve university-wide and campus priorities through the strategic allocation of resources.
3. The University of Nebraska will play a critical role in building a talented, competitive workforce and knowledge-based economy in Nebraska in partnership with the state, private sector and other educational institutions.
- a. Work to stem and reverse the out-migration of graduates and knowledge workers.
 - b. Increase proportion of Nebraska high school students ranking in the top 25 percent of their classes that attend the University of Nebraska.
 - i. *Increase enrollment of Nebraska students ranked in top 25% of their high school class.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Fall 2008	Increase enrollment of first-time Nebraska freshmen ranked in the top quartile of their high school graduating class to 45.9%.	Nov. 2008	Academic
Fall 2009	Increase enrollment of first-time Nebraska freshmen ranked in the top quartile of their high school graduating class to 48.9%	Nov. 2009	Academic
Fall 2010	Increase enrollment of first-time Nebraska freshmen ranked in the top quartile of their high school graduating class to 52%.	Nov. 2010	Academic

ii. Increase support for merit-based scholarships.

Reporting Period	Accountability Measure	Report Date	Reporting Committee
FY 2007-08	Increase private funds raised by \$6 million (endowment and/or spendable).	Sept. 2008	Business
FY 2008-09	Increase private funds raised by \$9 million (endowment).	Sept. 2009	Business
FY 2009-10	Increase private funds raised by \$14 million (endowment).	Sept. 2010	Business

c. Increase the number of nonresident students who enroll at the university.

i. Increase enrollment of nonresident undergraduate students at UNL, UNO and UNK.

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Fall 2008	1) Increase the number of new nonresident undergraduate students by one percent annually. 2) Increase the retention rate of nonresident undergraduate students by one percent annually.	Nov. 2008	Academic
Fall 2009	1) Increase the number of new nonresident undergraduate students by one percent annually. 2) Increase the retention rate of nonresident undergraduate students by one percent annually.	Nov. 2009	Academic
Fall 2010	1) Increase the number of new nonresident undergraduate students by one percent annually. 2) If 2008-09 figures for retention continue the same pattern (of progress as previous years), we will fold retention reporting into the annual report on graduation rates.	Nov. 2010	Academic

d. Improve entrepreneurship education, training and outreach.

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Spring 2009	1) Increase training hours invested by program participants by 5% over FY 2006-07 total of 55,255. 2) Increase number of clients assisted by 5% over FY 2006-07 total of 13,046. 3) Increase SBIR/STTR applications by 10% over FY 2006-07 total of 32. 4) Increase SBIR/STTR award amounts by 5% over FY 2006-07 total of \$1,148,615. 5) Increase investment in NU assisted companies by 5% over FY 2006-07 total of \$35,357,452. 6) Increase NU assisted business start-ups and transitions by 5% over FY 2006-07 total of 356.	April 2009	Outreach
Spring 2010	Review and evaluate accountability measures and targets established in 2008 and change if appropriate (April 2009)	April 2010	Outreach
Spring 2011	Review and evaluate accountability measures and targets established in 2009 and change if appropriate (April 2010)	April 2011	Outreach

e. Increase the global literacy of our students and citizens.

- f. Develop and strengthen internship and service learning opportunities with business, education, government, military, and nonprofit organizations.

4. The University of Nebraska will pursue excellence and regional, national and international competitiveness in research and scholarly activity, as well as their application, focusing on areas of strategic importance and opportunity.

- a. Increase external support for research and scholarly activity.

- i. *Increase federal support for instruction, research and development, and public service.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
FY 2007-08	1) Increase UNL and UNMC federal research awards from all federal agencies at a rate 20% higher per year than weighted total national federal awards per year on three-year rolling average. 2) For UNO and UNK, continue progress toward ten-year goal of doubling sponsored awards for instruction, research and public service from all sources over FY 2005-06 awards of approximately \$11.2 million and \$2.3 million, respectively.	April 2009	Academic
FY 2008-09	1) Increase UNL and UNMC federal research awards from all federal agencies at a rate 20% higher per year than weighted total national federal awards per year on three-year rolling average. 2) For UNO and UNK, continue progress toward ten-year goal of doubling sponsored awards for instruction, research and public service from all sources over FY 2005-06 awards of approximately \$11.2 million and \$2.3 million, respectively.	April 2010	Academic
FY 2009-10	1) Increase UNL and UNMC federal research awards from all federal agencies at a rate 20% higher per year than weighted total national federal awards per year on three-year rolling average. 2) For UNO and UNK, continue progress toward ten-year goal of doubling sponsored awards for instruction, research and public service from all sources over FY 2005-06 awards of approximately \$11.2 million and \$2.3 million, respectively.	April 2011	Academic

- ii. *Inventory and forecast infrastructure (physical facilities, information technology, equipment) necessary to support continued growth in research activity and secure private and public support to eliminate deficiencies.*

- iii. *Implement LB 605 to repair, renovate and/or replace specific university facilities.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Fall 2008	Renovation projects proceeding on budget and on time.	Nov. 2008	Business
Fall 2009	Renovation projects proceeding on budget and on time.	Nov. 2009	Business
Fall 2010	Renovation projects proceeding on budget and on time.	Nov. 2010	Business

- b. Increase undergraduate and graduate student participation in research and its application.
 - c. Encourage interdisciplinary, intercampus and inter-institutional collaboration.
 - d. Encourage and facilitate the commercialization of research and technology to benefit Nebraska.
 - e. Improve the quantity and quality of research space through public and private support.
5. The University of Nebraska will serve the entire state through strategic and effective engagement and coordination with citizens, businesses, agriculture, other educational institutions, and rural and urban communities and regions.
- a. Support economic growth, health and quality of life through policy initiatives consistent with university mission.
 - b. Recognize and reward faculty innovation and effectiveness in outreach and engagement.
 - c. Connect Nebraska cities, institutions, regions and communities through university programs.
 - d. Support Nebraska's economic development.
 - i. Partner and collaborate with government and the private sector to attract, retain, and spur business development and economic opportunity.*
 - ii. Use survey data of Nebraska business and industry, including agriculture, to foster more effective relationships with the private sector.*
 - e. Build local, regional, national and international partnerships across public and private sectors.
6. The University of Nebraska will be cost effective and accountable to the citizens of the state.
- a. Allocate resources in an efficient and effective manner.
 - i. Review and ensure administrative best practices in bidding.*
 - ii. Find savings and cost reductions through academic, administrative and business process efficiencies and effectiveness.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
2008 Calendar Year	1) Short-Term Cash/Investments: Exceed average of similar fund types 2) Endowments: Exceed average of similar fund types 3) Debt: Maintain Aa2 rating; exceed 1.15 coverage 4) Capital: Report on LB 605 Projects, Capital Queue 5) Expenditures: Drive strategic investment through Programs of Excellence, reallocations 6) Human Resources: Meet midpoint of peers in faculty and staff salaries 7) Information Technology: report on implementation of SIS and SAP	1) 2 nd Quarter 2008 2) 4 th Quarter 2008 3) 4 th Quarter 2008 4) 605, 4 th Quarter 2008; Queue, Quarterly 5) TBD 6) 2 nd Quarter 2008 7) SIS, TBD; SAP, 3 rd Quarter 2008	Business
2009 Calendar Year	1) Short-Term Cash/Investments: Exceed average of similar fund types 2) Endowments: Exceed average of similar fund types 3) Debt: Maintain Aa2 rating; exceed 1.15 coverage 4) Capital: Report on LB 605 Projects, Capital Queue 5) Expenditures: Drive strategic investment through Programs of Excellence, reallocations 6) Human Resources: Meet midpoint of peers in faculty and staff salaries 7) Information Technology: report on implementation of SIS and SAP	1) 2 nd Quarter 2009 2) 4 th Quarter 2009 3) 4 th Quarter 2009 4) 605, 4 th Quarter 2009; Queue, Quarterly 5) TBD 6) 2 nd Quarter 2009 7) SIS, TBD; SAP, 3 rd Quarter 2009	Business
2010 Calendar Year	1) Short-Term Cash/Investments: Exceed average of similar fund types 2) Endowments: Exceed average of similar fund types 3) Debt: Maintain Aa2 rating; exceed 1.15 coverage 4) Capital: Report on LB 605 Projects, Capital Queue 5) Expenditures: Drive strategic investment through Programs of Excellence, reallocations 6) Human Resources: Meet midpoint of peers in faculty and staff salaries 7) Information Technology: report on implementation of SIS and SAP	1) 2 nd Quarter 2010 2) 4 th Quarter 2010 3) 4 th Quarter 2010 4) 605, 4 th Quarter 2010; Queue, Quarterly 5) TBD 6) 2 nd Quarter 2010 7) SIS, TBD; SAP, 3 rd Quarter 2010	Business

iii. Assess priority programs and make appropriate revisions, if any.

b. Maximize and leverage non-state support.

i. Investigate revenue-generating ventures.

c. Create and report performance and accountability measures.

d. Maximize potential of information technology to support the university's mission.

e. Implement measures of student learning and success outcomes.

i. *Compare and improve educational value-added performance.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Fall 2007	1) Annual or other periodic review, as available, by the Board of performance on standardized examinations and surveys, including the National Survey of Student Engagement and professional licensure examinations. 2) Annual review by the Board of participation in pilot programs to measure student learning outcomes, such as the Collegiate Learning Assessment.	April 2008	Academic
Fall 2008	1) Annual or other periodic review, as available, by the Board of performance on standardized examinations and surveys, including the National Survey of Student Engagement and professional licensure examinations. 2) Annual review by the Board of participation in pilot programs to measure student learning outcomes, such as the Collegiate Learning Assessment.	April 2009	Academic
Fall 2009	1) Annual or other periodic review, as available, by the Board of performance on standardized examinations and surveys, including the National Survey of Student Engagement and professional licensure examinations. 2) Annual review by the Board of participation in pilot programs to measure student learning outcomes, such as the Collegiate Learning Assessment.	April 2010	Academic

f. Maintain competitive capital facilities.

i. *Build a comprehensive long-range capital facilities planning process and provide a six-year capital construction plan, updated quarterly.*