



# *Strategic Plan 2022*

EXECUTIVE SUMMARY



## OVERVIEW

The 2016 Strategic Plan for the University of Nebraska at Kearney was developed with hundreds of campus and community stakeholders, reaffirming our mission and values, while anticipating future opportunities and challenges. We then developed four implementation plans that correspond to each of our key values. The strategic planning committee reviewed the plans in 2018 and 2021 to document progress, consider our evolving context, and refine plans to sustain progress.

## MISSION

The University of Nebraska at Kearney is a public, residential university committed to be one of the nation's premier undergraduate institutions with excellent graduate education, scholarship, and public service.

## CORE VALUES

Learning Matters, Learning Environment Matters, People Matter, and Responsible Stewardship Matters.

# STRATEGIC GOALS AND STRATEGIES

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## UNK VALUE - LEARNING MATTERS.

**Goal 1: Academic Quality.** Faculty and staff will ensure ongoing review and continuous improvement of the curriculum across all academic programs on campus.

**Strategies:**

- 1A. All academic programs and units on campus will undergo continuous review characterized by systematic planning, collection and analysis of data, and evaluation.
  - 1B. Require student completion of an extended, substantive, and independent – yet faculty or staff guided – Experiential Learning activity within the major field of study for graduation in all academic programs and degrees.
  - 1C. Embrace the NU-system priority of collaboration and engage in collaborative opportunities with other campuses, government agencies, and the private sector.
  - 1D. Evaluate existing on-site and online graduate programs, investigate new degree and credential options in areas of strength and demand—notably those that form stronger partnerships with other NU campuses.
  - 1E. Expand undergraduate and graduate online offerings in areas of strength and demand to provide greater access to quality UNK programs and market/recruit aggressively.
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## UNK VALUE - UNK IS COMMITTED TO A STUDENT-CENTERED LEARNING ENVIRONMENT.

**Goal 2: Access and Success.** Increase recruitment and enhance support for student success.

**Strategies:**

- 2A. Increase recruitment of a quality, diverse student body through holistic enrollment management.
  - 2B. Increase retention of a quality, diverse student body through holistic enrollment management.
  - 2C. Initiate, enhance, and support outreach and marketing for all types of pipeline opportunities that connect future students and families to enrollment and success.
  - 2D. Enhance support for diverse University activities and events that enrich the community and cultural life of the Kearney area, state, region, and beyond.
  - 2E. Enhance success in intercollegiate athletics within a sustainable, comprehensive framework.
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## UNK VALUE - PEOPLE MATTER.

**Goal 3: Quality Faculty and Staff.** Recruit, support, develop, and retain a high quality and diverse faculty and staff.

**Strategies and Implementation Priorities:**

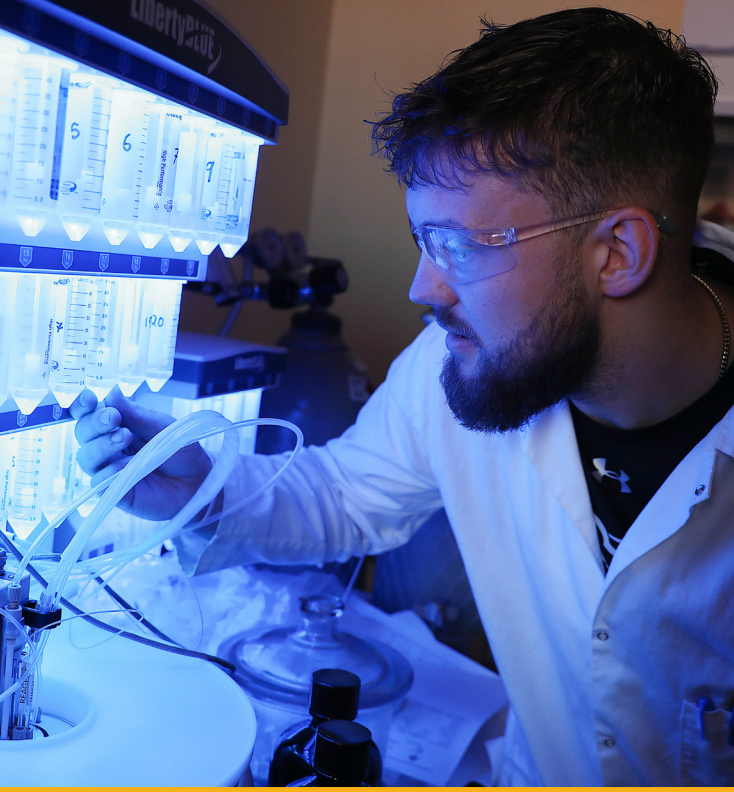
- 3A. Evaluate processes of recruiting, retention, compensation, and explore alternate compensation approaches.
  - 3B. Explore and implement ways to enhance diversity of faculty and staff.
  - 3C. Specific for Faculty: Explore and implement approaches to managing workload expectations and teaching, scholarship, and service to enhance the workplace and productivity.
  - 3D. Specific for Staff: Explore and implement approaches to managing workload expectations to enhance the workplace and productivity.
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## UNK VALUE - RESPONSIBLE STEWARDSHIP.

**Goal 4: Stewardship of Resources.** Secure, generate, and responsibly steward the resources necessary to carry out the mission of the campus and ensure long-term institutional fiscal stability and environmental sustainability.

**Strategies:**

- 4A. Annually generate revenue necessary to offer competitive compensation, maintain and replace facilities, and invest in technology and infrastructure, student services, and general institutional needs.
- 4B. Administer resources in alignment with campus, unit, and operations priorities.
- 4C. Enhance UNK's brand and reputational identity across the state, region, and nation.



## Alignment with NU System Five-Year Strategy:

The University of Nebraska System is pursuing a five-year strategy to guide the campuses as they work to serve the people of Nebraska.

### ACCESS, AFFORDABILITY, AND ATTAINMENT

UNK is driven to provide accessible, high-quality education. We embrace the NU Nebraska Promise, the four-year undergraduate degree guarantee, and a commitment to strengthen pathways to higher education.

### TALENT (WORKFORCE) DEVELOPMENT

UNK develops and invests in programs that serve state and community needs. We are rooted in over a century of excellence in teacher preparation, and continually innovate in areas like health care workforce. Our leadership in experiential education and recruitment of out-of-state students prepare students and serve the talent needs of the state.

### CULTURE, DIVERSITY AND INCLUSION

People matter at UNK, and central to that value is the commitment that all people are welcome, that we value the differences they bring, and that we commit to including everyone in our institution.

### PARTNERSHIPS

UNK works with external organizations to identify shared goals, we collaborate with institutions to achieve those goals, and we seek to be a valued member of our community. We open our facilities to other organizations, consult with employers about workforce needs, and support community development in the region.

### EFFICIENCY AND EFFECTIVENESS

UNK is responsible to students and Nebraskans for managing our resources responsibly. We carefully plan for our future infrastructure, for future operating budgets, and for the organization of the university to meet our mission imperatives most effectively.



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