Strategic Planning Committee

Strategic Plan, 2015-2020

The University of New Orleans

“The Heartbeat of the Crescent City”

“A Student-Centered, Urban Research University”

MISSION

The University of New Orleans is a comprehensive urban research university committed to providing educational excellence to a diverse undergraduate and graduate student body. The University is one of the region’s foremost public resources, offering a variety of world-class, research-based programs, advancing shared knowledge and adding to the region’s industry, culture and economy. The University of New Orleans, as a global community asset, serves national and international students and enhances the quality of life in New Orleans, the state, the nation, and the world, by participating in a broad array of research, service learning, cultural and academic activities.

SCOPE

The University of New Orleans, as an urban research university, offers a number of challenging and in-demand programs, many of which are uniquely linked to the rich and vibrant city of New Orleans. The University of New Orleans grants baccalaureate, master’s and doctoral degrees in academic colleges, including but not limited to business administration, education and human development, engineering, liberal arts, and sciences, as well as interdisciplinary studies.

VISION

The University of New Orleans will be recognized as one of the preeminent urban research institutions in the nation, noted for its commitment to excellence in teaching and in student success; its location in a culturally vibrant city; its innovative and relevant undergraduate, graduate, professional and research programs; and its role as a primary engine of social, economic, intellectual and cultural development in the New Orleans region and beyond.

VALUES

The University of New Orleans values an academic environment that facilitates intellectual growth through open and honest expression. The University is committed to excellence at all levels of the educational and creative experience, to success for all students and to development of the capacity to make reasoned and discriminating judgments with respect for differences and
diversity in ideas. We pledge to adher to five guiding values: integrity, justice, respect, competence and utility.

**Integrity:**
- We will promote honesty, academic freedom, and responsibility in the creative expression and clear communication of truth, knowledge, social and moral development.

**Justice:**
- We will provide equal access, equal rights and equal justice to all, and promote mutual regard for the rights and liberties of diverse persons and their ideas, backgrounds, and approaches to the pursuit of knowledge.

**Respect:**
- We will foster collaborative community service and social responsibility that supports and promotes learning, research, service-learning, culture, and quality of life on- and off-campus.

**Competence:**
- We will seek and promote innovation in the search for new knowledge and in the development of curricular programs and disseminate and apply new knowledge in research, teaching, and service activities among on- and off-campus constituents.

**Utility:**
- We will provide, through faculty-student collaboration, individualized student attention that fosters students’ development as life-long learners, critical thinkers, and engaged citizens who are knowledgeable in their fields.
**Goal One:**

*Ensure high-quality academic programs which will prepare students for success in a globally competitive, multicultural, and changing environment.*

**Strategies:**

1. **Strengthen and support current academic programs.**
   
   A. Develop a comprehensive planning and review process that incorporates institutional effectiveness plans, academic program reviews, and program accreditation reviews.
   
   B. Realign budgets and the appropriate distribution of student designated fees along with transparency in the budget process within a responsibility-centered management approach.
   
   C. Enhance collaboration and coordination between academic programs with the Offices of Academic Affairs, Student Affairs and Enrollment Management, and the Registrar to improve student learning, persistence, and graduation rates.
   
   D. Revise the general education learning outcomes and curriculum.
   
   E. Support continued development of Earl K. Long Library’s information resources, services, facilities, and technology to meet the evolving information, research, and learning needs of the campus community.
   
   F. Develop the Honors Program and student participation in collaboration with Colleges and the Office of Enrollment Services.
   
   G. Improve laboratories and studios along with support for academic programs.

2. **Provide greater access to educational opportunities for students in metropolitan New Orleans and beyond.**
   
   A. Create Global UNO to expand community-based programs (non-credit, certificate programs, and off-campus offerings).
   
   B. Promote international programs via study abroad, faculty/student exchanges, and collaborative international partnerships.
   
   C. Develop and promote new online degree programs to enhance access, especially for place-bound students.
   
   D. Evaluate potential program growth (inclusive of interdisciplinary/cross-disciplinary programs) in areas that meet workforce and societal needs in leveraging UNO expertise and excellence as well as collaborative partnerships with other higher education institutions.
   
   E. Invest in necessary technology infrastructure, support, and training for online/hybrid courses and programs.
**Goal Two:**

*Provide a supportive and student-centered learning environment for high-achieving, diverse, and motivated students that enhance their success.*

**Strategies:**

1. **Recruit, enroll, and retain high-achieving, diverse, and motivated students.**
   
   A. Increase need-based and merit-based financial aid for students to promote access and affordability.
   
   B. Implement creative recruitment and enrollment strategies (in-state, out-of-state, and international).
   
   C. Strengthen relationships with community colleges to provide a seamless transition to UNO.
   
   D. Increase the competitiveness of support packages in the recruitment of graduate students.
   
   E. Continue to promote diversity among the student population.

2. **Enrich the quality of campus life through extra-curricular activities.**

   A. Provide recreational sports and intramural leagues.
   
   B. Promote greater awareness of student organizations and increase student participation.
   
   C. Promote student participation and school pride through, academic, athletic, and social events on campus.
   
   D. Develop a student transportation service to transport students around campus and to city destinations.

3. **Increase opportunities for students to engage in high-quality, high impact educational experiences.**

   A. Increase partnerships across campus and with other educational, civic, and corporate partners that support experiential learning opportunities (internships, coops, study abroad, service learning, and civic engagement).
   
   B. Increase student participation in research at both the undergraduate and graduate levels.
   
   C. Create and support themed, living-learning environments within campus housing, to enhance a sense of community.
   
   D. Increase opportunities for students to develop skills and credentials for career, professional and graduate school success.

4. **Promote a culture of consistent, high-quality service across the university.**

   A. Create a one-stop shop that encompasses the functions of the Registrar, Bursar, Advising and Enrollment Services (which includes Financial Aid, First Year Experience, Admissions and Orientation) for easy access by students and their families.
   
   B. Enhance information technology infrastructure and support in both academic programs and student services that address the needs of students and their academic success.
   
   C. Provide customer service training to all faculty and staff.
Goal Three: Maintain a high-quality faculty and staff that support a student-centered, urban research university.

Strategies:
1. Recruit high-quality, diverse faculty and staff.
   A. Implement a transparent and timely budget process for hiring authorization aligned with the recruitment cycles across disciplines.
   B. Enhance the recruitment of faculty and staff by providing competitive salary and start-up funds aligned with peer institutions.
   C. Assess the current allocation of faculty and staff resources in light of academic program enrollment trends, workforce and societal needs, quality of the academic unit, and minimum number of faculty necessary to meet the teaching and research mission of the university.
   D. Explore strategies and support to spousal hiring.
   E. Enhance recruitment efforts of underrepresented faculty and staff.

2. Retain high-performing faculty and staff.
   A. Integrate annual faculty performance evaluation with promotion and tenure that is aligned with discipline norms and resource base.
   B. Develop and implement an equity adjustment plan to address salary compression/inversion based on long-term performance.
   C. Institute a system of merit-based raises tied to annual faculty and staff performance evaluation.
   D. Enhance recognition of outstanding faculty and staff performance in advancing UNO’s mission in teaching, research, and service.
   E. Implement an orientation and mentorship program for new faculty and staff.
   F. Provide leadership and professional development opportunities for faculty and staff.
   G. Promote initiatives that enhance the morale, health and wellness of faculty and staff.

3. Increase faculty and staff involvement in university-wide decision-making.
   A. Ensure adequate faculty and staff representation on major university policy committees.
   B. Increase transparency in university decision-making through open forums and town hall meetings.
   C. Provide more autonomy to Colleges and Departments in the budget process and resource allocation decisions via a responsibility-centered management approach.
**Goal Four:**

*Strengthen UNO’s research and creative activity.*

Strategies:

1. **Improve research infrastructure.**
   
   A. Improve the institutional infrastructure and support for the pre- and post-grant or contract award processes.
   
   B. Foster productive public-private research partnerships by re-establishing the UNO Research and Technology Park mission and utilization plan.
   
   C. Promote the use of core facilities and expand the support of these facilities to enhance collaborative research.
   
   D. Provide incentives to faculty for external funding through the transparent and responsible use of indirect funds.

2. **Identify and support areas of research excellence and promise.**

   A. Maintain active engagement with the Vice President for Academic Affairs and Deans in the entire faculty recruitment and hiring process (Goal 3 of the Strategic Plan) to ensure that the faculty cohort develops in a manner that elevates the research portfolio of the institution.
   
   B. Identify, provide incentives, and develop high impact research/creative areas of current or potential excellence at both the University-wide level and within individual units.
   
   C. Promote the pursuit of grant applications to prestigious national and international funding agencies by incentivizing faculty and enhancing university support services (e.g., grant-writing programs, workshops focused on networking and collaborations).
   
   D. Promote basic and translational research tied to regional and state economic development efforts as well as federal priorities.

3. **Build internal and external collaborations with a focus on interdisciplinary or cross-cutting collaborations.**

   A. Enhance research, communication, and collaboration within the University, across disciplines, and with other institutions.
   
   B. Develop policies and programs that give UNO faculty direct-access to high-impact researchers on-site for collaborations.
Goal Five:
Maintain and manage every UNO campus facility in an ecologically, economically, and socially sound manner.

Strategies:

1. Review University practices to promote efficiency and effectiveness in UNO’s operations.
   A. Incorporate a standard space allocation and utilization review process.
   B. Systematically review UNO’s student facility support functions to ensure quality, efficiency, and consistency with UNO’s mission.

2. Ensure university planning and design efforts are integrated with UNO’s strategic plan.
   A. Develop a master plan that meets the needs of the global UNO community.
   B. Develop and maintain an annual facilities master plan, budget, and reporting process.
   C. Develop a long-range financial plan that incorporates both cost-saving and revenue enhancement strategies.
   D. Develop pre-disaster, continuity-of-operations, and mitigation plans and policies to ensure that UNO is prepared to handle any disruption in service, reduce vulnerability, and continue to support its academic mission with minimal delays in service.

3. Enhance an information technology infrastructure that supports the achievement of UNO’s mission and goals.
   A. Fully implement information systems that meet the changing needs of UNO, including student and financial information systems.
   B. Enhance technology infrastructure and support for all UNO community, learning, and research activities.

4. Improve facilities maintenance and investment in physical infrastructure.
   A. Remodel and improve learning environments for student retention.
   B. Improve exterior and interior maintenance as well as presentation of buildings.
   C. Undergo ongoing campus beautification and improve the functionality of community spaces.
   D. Promote effective energy use and conservation.

5. Promote a safe and sustainable campus representative of our mission to support regional economic prosperity, equity, and environmental restoration and preservation.
   A. Evaluate UNO’s climate impact and establish a goal to become carbon neutral.
   B. Advance the UNO campus as a model of sustainability in our unique, physical environment.
   C. Educate and support effective habits across the UNO community on how to incorporate sustainable practices into everyday living.
   D. Incorporate sustainability throughout UNO processes and practices.
   E. Promote initiatives and procedures designed to improve safety and security; and, educate students, faculty, and staff on the phases of disaster preparedness.
   F. Promote interdisciplinary and cross-institutional activities addressing campus issues related to sustainability.
**Goal Six:**
Broaden UNO’s image as a premier university at the regional, national and international level while expanding our connection to the community.

Strategies:

1. **Strengthen UNO’s commitment to civic engagement.**
   A. Increase curricular/co-curricular initiatives and activities that include civic engagement for faculty, staff, and students.
   B. Support programming and ensure long-term viability of community engagement activities.
   C. Increase the number and variety of service learning opportunities.
   D. Increase the number of opportunities for students to work in the field, including internships, professional development, on the job training, and student projects that meet community needs.

2. **Increase pride, engagement, and sense of community among UNO stakeholders.**
   A. Coordinate a consistent message in fostering relationship-building opportunities to university constituents.
   B. Provide opportunities for students and alumni to create enduring connections to UNO.
   C. Provide opportunities for all UNO stakeholders to engage in the campus community.

3. **Promote UNO as a community asset.**
   A. Communicate effectively to external constituencies regarding UNO faculty expertise, research activities, and academic programs.
   B. Communicate effectively to external constituencies regarding UNO athletic, social and cultural events.
   C. Enhance UNO’s role as a cultural resource for the campus and the Greater New Orleans community.
   D. Advance public and legislative support of UNO initiatives.

4. **Build a culture of philanthropy throughout the UNO community.**
   A. Increase participation of faculty, staff, alumni, and retirees in philanthropic activity.
   B. Educate current students about philanthropy and the importance of alumni participation.
   C. Demonstrate the impact of philanthropy through UNO events, publications, and online media.
   D. Develop an efficient and effective fund raising infrastructure to facilitate engagement activities and fund raising strategies in preparation of a capital campaign.

5. **Advance UNO’s reputation through initiatives that promote the mission of UNO.**
   A. Develop and refine the UNO brand through marketing research, integrated communication planning, and the creation of brand resources for faculty and staff.
   B. Promote faculty, staff, student, and alumni achievements.
   C. Market our academic programs and their uniqueness, especially leveraging those programs that are nationally ranked.
Strategic Plan Implementation

The following goals, action steps, strategies, and assessments provide a broad framework for advancing the University over the strategic plan time horizon 2015 to 2020. As with any strategic plan, a corresponding work plan will be developed by the responsible parties to ensure timely completion of the action steps in the fulfillment of the specified goals. The items listed under the Plan column are in the order of actions to be taken over the period 2015 to 2020. The Office of Academic Affairs will distribute the work plans to the responsible parties at the beginning of each academic year. At the end of each academic year, the responsible parties will submit their completed work plans to the Office of Academic Affairs to ensure progress toward accomplishing the strategic goals. The Office of Academic Affairs will compile the work plans into an annual report for approval by the President and dissemination to the campus community.

Upon acceptance of the proposed strategic plan by the President and the campus community, each College and department will align their respective strategic plans to those of the University’s overall strategic plan.