**Planning 2030**

**President’s Message**
Envisioning our collective future at the University of New Orleans is energizing as well as empowering. I am incredibly grateful to the hundreds of students, faculty, staff, alumni, and friends who have shared their thoughts through surveys or by participating on one of our five planning task forces. The University has an incredible legacy of helping to shape the New Orleans region through talent generation, research, and creative activity. Now is the time to affirm how we will build on this foundation to serve our community and best meet the needs of a diverse array of future students.

Please be assured that this will be a “living plan,” reported on annually and modified over time as new opportunities arise. It will serve as our guiding compass as we consider new ways of approaching our work and investing our resources to ensure that we make timely progress toward our goals.

I have never been more proud to be a member of this community and to have the privilege of serving as president of the University of New Orleans.

UNO Proud,



Kathy Johnson, Ph.D.

President

**Mission**
The University of New Orleans is an 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, many of which are uniquely linked to the rich and vibrant city of New Orleans. The University of New Orleans, as a global community asset, advances shared knowledge and enhances the sustainability and quality of life in New Orleans, the state, the nation, and the world, by participating in a broad array of research, community-engaged learning, cultural and academic activities.

**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.

**Core Values**

* **Excellence**

We are a community that provides educational experiences with intellectual rigor, professional experiences with integrity, and cultural experiences with authenticity.

* **Diversity, Equity and Inclusion**

We are a community that consistently provides a welcoming environment to people of diverse backgrounds including, but not limited to, race, ethnicity, nationality, age and generation, gender and
gender identity, sexual orientation, religious and spiritual beliefs, disability and ability, socioeconomic status, ideas and perspectives.

* **Student Success**

We are a community that prioritizes academic and co-curricular opportunities that encourage students' holistic development as engaged learners, purposeful leaders, and responsible global citizens.

* **Innovation and Discovery**

We are a community that engages in original research and creative activities that enhance the intellectual, cultural, artistic, and social development of our students, our community, and our world.

**I. Planning Task Force: Enrolling and Retaining Thriving Students**

* **Goal: Strengthen pathways to access educational opportunities at a public urban research university**
	+ Tactics:
		- Increase the collaboration with faculty and community partners in recruitment efforts.
		- Build meaningful and impactful partnerships within the region, state, and beyond.
		- Provide an exceptional level of service that assures student success from inquiry through first-year.
* **Goal: Reduce barriers to student access and success for every Privateer**
	+ Tactics:
		- Engage and inform campus through a Student Success Council that includes student success partners around campus to foster communication and collaboration. The Council will determine data points and measures to inform their work; regularly review best practices; encourage initiatives based on data to support student success, persistence, and completion; and disseminate data, programs, and results throughout the campus community.
		- Optimize the use of predictive analytics to identify students in need of support and leverage technology solutions to improve efficiency of student services (e.g. AI chatbots, CRM, Student Success Platforms, etc.).
		- Restructure financial aid awarding and packaging and bursar fee billing and payment to increase enrollment and retention, efficiency of awarding, and transparency to students and families.
* **Goal: Promote wellness in mind, body, and spirit critical to Privateer success**
	+ Tactics:
		- Raise awareness of support services offered on campus.
		- Promote recreational opportunities.
		- Foster a diverse range of engagement opportunities within our campus communities.
		- Nurture a sense of joy and fun to uplift Privateer pride and share the campus community’s lived experience.
* **Goal: Develop learning environments that engage learners from diverse backgrounds and enriches the value of the UNO education**
	+ Tactics:
		- Inventory and redesign learning environments with technology that increases innovation, access, and learning.
		- Promote inclusive teaching practices.
		- Strengthen the connection between the classroom and careers.
* **Goal: Deepen student learning experiences for the development of career and cultural competencies**
	+ Tactics:
		- Emphasize career exploration and planning throughout the full student experience for undergraduates and graduates by implementing a Purpose First approach.
		- Improve access to high-impact practices, such as project-based learning, community engaged learning, undergraduate research, internships and practicums, and study away, and provide mechanisms for students to track and understand the skills and knowledge gained from participation.
		- Leverage federal work study opportunities and campus employment to better serve professional growth and development for students by providing streamlined process training for supervisors.

**II. Planning Task Force: Alumni and Community Engagement**

* **Goal: Enhance UNO’s presence in community-based activity**
	+ Tactics:
		- Capitalize on and effectively promote UNO-associated activity and student volunteerism that is already occurring in the community.
		- Establish UNO Diplomat program to include faculty/staff from across schools and departments to represent UNO at these events.
		- Establish a process and database to document faculty and staff who participate in community engagement activities; determine where this should be housed and how it can be accessed.
* **Goal: Support community-based research and creative activity and increase opportunities for community-engaged learning**
	+ Tactics:
		- Work with Faculty Senate leadership to define and implement a campus-wide model of community-engaged research and creative activity and, with the Office of Experiential Learning and Study Away, develop and implement a campus-wide model of community-engaged learning.
		- Work with the Offices of the President, Provost, and Student Experiential Learning to develop support for faculty development that will result in an increase in and awareness of community-based research and creative activity as well as opportunities for community-engaged learning.
		- Commit to earning a Carnegie Elective Classification for Community Engagement.
		- Create agreements where students are paid for nonprofit work.
* **Goal: Expand and Enhance Alumni Engagement Efforts**
	+ Tactics:
		- Continue alumni strategic communications plan.
		- Expand local, regional, and on-campus event programming designed to engage. current and former students, highlight their accomplishments, and raise funds to support student scholarship.
		- Identify and develop regional and interest area-based affinity groups via in-person events and the UNO Matrix.
		- Develop a repository of alumni accomplishments to identify and track high-achieving alumni and their successes.
* **Goal: Create and enhance Strategic Community Partnerships to establish the reputation of UNO as a key contributor to all aspects of life in the New Orleans region such as industry, education, and the arts**
	+ Tactics:
		- Engage former students and community in on-campus educational and mentorship programs such as Innovate UNO, Startup UNO, business case competitions, non-degree programs and other offerings, events, and guest lectures.
		- Develop and expand existing partnerships and events that will bring community to campus by developing an infrastructure to support outside use of campus facilities and establishing a publicly available campus-wide calendar of such events.
		- Establish a UNO showcase event designed to bring community to campus and highlight achievements (overlap area with community engagement and scholarship).
		- Encourage UNO experts to go into the community to address area needs in ways informed by disciplinary expertise; expand the directory of speaker experts and partner with neighborhood association groups.
* **Goal: Establish an organizational structure to implement, measure, and report the success of four priority goal areas**
	+ Tactics:
		- Continue and/or establish responsibility for oversight and management of alumni affairs and community engagement priorities.
		- Determine point people in various areas to coordinate efforts and report to responsible party.
			* a. Establish a committee to review data and develop reports
		- Develop a budget and structure for management to support these initiatives.

**III. Planning Task Force: Supporting Our People, Enhancing Our Culture**

* **Goal: Increasing efficiency through the effective use of technology**
	+ Tactics:
		- Creating a centralized, comprehensive IT software training resource to ensure employees are knowledgeable about existing technology.
		- Implementing a regular communication procedure (i.e., newsletter, lunch and learn) to share information about technology, such as what is available to employees, sharing unique or encouraging use cases for technology, and recommended usage for existing technology.
		- Revising existing asset management policy to ensure employees have access to machines that meet the needs of their work, including information about when machines should be retired and budget allocations stipulations for purchasing new machines, using data from service tickets.
* **Goal: Improving the work environment for healthier, satisfied, UNO proud employees**
	+ Tactics:
		- Establishing baseline data regarding the employee experience through a comprehensive campus climate survey and exit surveys using a third-party service (i.e., McLean & Company).
		- Implementing a regular communication procedure (i.e., newsletter, website) to share information about relevant facilities updates such as work order completion rates, known issues, and more as the physical environment is directly related to employee morale, health, and productivity.
		- Improve employee well-being and persistence by exploring appropriate flexible work options to enhance work-life balance and productivity as is reflected in national job data (CUPA, Gallup, Pew) and requested by staff (per Staff Council Survey data).
		- Establish career ladders so that employees have a clear path to promotion.
* **Goal: Developing a culture of professional development to support employees and ensure our students receive excellent college experience**
	+ Tactics:
		- Establishing a campus-wide mentoring program for all new employees to enhance skills/knowledge and acclimate them to the University culture.
		- Providing resources to create a culture of continuous improvement via a professional development fund annually that employees may apply for.
		- Establishing baseline data regarding the employee professional development through annual WEAVE goals.
		- Creating a centralized, comprehensive internal professional development resource to ensure employees are knowledgeable about free training available to them on topics such as: student connection and belonging, trauma-informed care, customer service, serving students with disabilities, coaching conversations, intercultural conflict, universal accommodations, technical skills, supervision, budget management, and more.
* **Goal: Increasing faculty and staff retention to ensure continuity of service and retain institutional knowledge**
	+ Tactics:
		- Developing a sense of belonging in employees that mirrors efforts with students through the establishment of affinity groups (by interest, identity, expertise, etc.).
		- Creating an employee retention committee of faculty and staff who reviews employee demographic data, climate and exit survey results, and national trends to establish campus-wide employee initiatives in partnership with existing departments.
		- Do regular cross-training for employees and succession planning within units/departments.

**IV. Planning Task Force: Research, Innovation and Economic Development**

* **Goal: Maintain or surpass Carnegie Category R2, “High Research Spending and Doctorate Production”**
	+ Tactics:
		- Recruit and retain faculty, staff, and students intrinsically motivated to conduct sponsored research counted on the NSF HERD Survey.
		- Dedicate resources to support a predictable research environment with multiyear funding sources and incentives to conduct research by leveraging recovered F&A to support researchers.
		- Administration will facilitate research endeavors with clear, coordinated goals and by communicating the importance of research.
* **Goal: Recruit, retain, and reward productive sponsored research faculty, students, and support staff**
	+ Tactics:
		- Provide orientations and mentoring networks for all faculty, staff, and graduate students on the research culture and opportunities. Mentoring graduate students to be researchers.
		- Align initial faculty salary and annual compensation including merit increases to research productivity, grant funding, and economic development/contract research. Incentivize faculty to seek external funding to support graduate and undergraduate students and research staff. Align budgetary practices to guarantee stable and predictable funding model for research support initiatives that span multiple fiscal years.
		- Dedicated resources for students engaging in research, including recruiting and preparation of applicants, multi-year budget commitments for student support, dedicated career/internship support, and professional development.
* **Goal: Improve research infrastructure**
	+ Tactics:
		- Upgrade and expand research facilities such as laboratories, libraries, computing clusters, and specialized equipment to ensure researchers have access to state-of-the-art resources as well as safe and inclusive working environments.
		- Ensure access to Research literature and tools that support the entire research lifecycle, including support for open science and scholarship. Ensure researchers have access to a wide range of research literature through subscriptions to academic journals, databases, and electronic resources and tools that provide effective discovery of openly available content.
		- Reduce administrative barriers for researchers. Evaluate and improve culture, policies, and procedures of administrative units that support research.
* **Goal: Expand Industry Collaborations**
	+ Tactics:
		- Establish a baseline for research collaborations and partnerships between UNO faculty, The Beach, and local organizations and Evaluate the strengths of existing collaborations in the Greater New Orleans region (i.e., GNO, Inc., New Orleans Business Alliance) and identify areas for improvement.
		- Increase sponsored student activities on campus that provide learning and engagement opportunities related to research, internships, and summer programs, (i.e., STEM programming, Startup UNO, Innovate UNO etc.)
		- Establish measurable outcomes to evaluate the impact and success of research collaborations and community partnerships.
* **Goal: Leverage UNO as an anchor institution for regional growth**
	+ Tactics:
		- Establish a baseline of existing engagement, and promote funding to connect faculty with local organizations to address local issues holistically.
		- Leverage administrative expertise at UNO, the Beach at UNO and community partners to identify and apply for grants with a focus on projects involving the community.
		- Working in tandem with local economic organizations such as GNO Inc., the City of New Orleans, and the state of Louisiana understanding workforce needs and align UNO programming and industry collaborations to help develop a talent pipeline and showcase UNO’s role in strengthening the local workforce.

**V. Planning Task Force: Finance, Infrastructure and Sustainability**

* **Goal: Create long-term financial stability using multiyear all funds budgeting to include diversifying revenue streams and implementing cost containment measures for the university, thus reducing dependency on tuition revenue and enhancing financial resilience**
	+ Tactics:
		- Establish public-private partnerships with the goals of increasing our graduate and undergraduate-level online degree offerings in workforce-relevant programs and enhancing our digital learning environment.
		- Develop a model to incentivize the academic arm of the University to offer non-credit offerings.
		- Apply cost containment measures to reduce the University's existing costs and control future costs such as reallocation of scholarship funding source to Foundation as appropriate, reviewing current policies on pay above base pay, and re-evaluating discounted and/or waived tuition and fees.
		- Refining the approval processes for revenue producing activities. Revenue producing activity is when revenue is generated from the sale of products and/or services provided by the University and/or University employees.
* **Goal: Enhance communication and understanding of the budget process and allocation of resources through development and implementation of a budgeting process that fosters transparency, holds individuals accountable for financial stewardship, and ensures clear communication of budget approaches across all levels of the organization.**
	+ Tactics:
		- Improve understanding and communications to internal stakeholders regarding the budget process through the following: website about the budget cycle/timeline; share enrollment numbers used for budgeting, projections, reporting, etc.; emails about status of funding with the Legislature, Board of Regents, ULS, and University; regular budget meetings with major business units; financial dashboards.
		- Increase budget and related financial training including, but not limited to, training on realistic management of budget and expenses as it relates to budget expectations and Workday Financials.
* **Goal: Foster comprehensive campus sustainability through integrated life cycle cost analysis and active student engagement**
	+ Tactics:
		- Establish guidelines to evaluate new and existing campus sustainability programs which look at not only the initial cost of the project, but account for the life cycle cost. Establish criteria to make a go/no go project decision and to guide the direction of existing projects.
		- Undertake initiatives aimed at enhancing campus resilience against adverse weather conditions.
		- Increase student and employee involvement in sustainability projects.
* **Goal: Enhance the holistic student experience by improving learning environments and campus amenities**
	+ Tactics:
		- Assess and improve classrooms.
		- Upgrade campus housing.
		- Upgrade other campus amenities.
* **Goal: Optimize campus space utilization to foster collaboration, efficiency, and sustainability**
	+ Tactics:
		- Strategically schedule classroom utilization with the aim of a smaller campus footprint.
		- Examine existing space utilization to determine if buildings could be shut down or space rented.