THE UNIVERSITY of NEW ORLEANS
STRATEGIC PLAN 2015-2020

UNO

UNO2020
A Student-Centered Urban Research University
Dear Members of the University of New Orleans Community:

For more than half a century, the University of New Orleans has been one of the city’s most important public assets by serving as a beacon for scholarship, research, discovery, creativity and service. The institution was founded on the twin pillars of academic excellence and accessibility, two core attributes that continue to be at the heart of the University today. And as much as the institution and our graduates have achieved, we remain committed to reaching our full potential.

I am grateful to the members of the Strategic Planning Committee who contributed their diligence, thoughtfulness and compassion to UNO 2020, our strategic plan for 2015-2020. I recognize that they have spent a significant amount of time developing and refining a vision, set of values and overarching goals. I am delighted to present this plan, which offers a blueprint for us to reach our aspiration—to be broadly recognized as one of the preeminent urban research institutions in the nation.

The information contained in UNO 2020 has been developed and articulated by individuals from units, departments, and colleges across the university, reflecting the shifts they see as necessary for our continued growth and advancement. The university community will be called upon to achieve these goals in an innovative, collaborative and flexible manner. Progress will require effective use of resources and an adaptive infrastructure to meet the demands.

I call on all members of the University of New Orleans community to participate in the process of pursuing excellence while maintaining our status as a distinctive and inclusive institution of higher learning.

Sincerely,

Peter J. Fos
President
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Maintain and manage every UNO campus facility in an ecologically, economically, and socially sound manner.  

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Broaden UNO’s image as a premier university at the regional, national and international level while expanding our connection to the community.
The University of New Orleans: 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 adhere to five guiding values:**

**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.

1) Strengthen and support current academic programs.

2) Provide greater access to educational opportunities for students in metropolitan New Orleans and beyond.
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.

“Evaluate potential program growth in areas that meet workforce and societal needs...”

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.
STRATEGIC PLAN GOAL ONE (STRATEGY 1)
Ensure high-quality academic programs which will prepare students for success in a globally competitive, multicultural, and changing environment.

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<td><strong>1) Strengthen and support current academic programs.</strong></td>
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<td>A) Develop a comprehensive planning and review process that incorporates annual reports from all academic units, institutional effectiveness plans, academic program reviews, and program accreditation reviews.</td>
<td>• Vice President for Academic Affairs • Deans • Department Chairs</td>
<td>• Academic Affairs develops academic program review process and work plan for reviewing all programs on an annual basis aligned with accreditation reviews, institutional effectiveness plans and reports, and departmental and college reports.</td>
<td>• Programs reviewed are modified based on review process outcome.</td>
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<td>B) Realign budgets and the appropriate distribution of student designated fees along with transparency in the budget process within a responsibility-centered management approach (RCM).</td>
<td>• Vice President for Academic Affairs • Vice President for Business Affairs • University Budget Committee • Deans • Department Chairs</td>
<td>• Establish the University Budget Committee • Departmental budget requests vetted through College annual budget process. • College budget requests are presented in an open-forum to Academic Affairs and the University Budget Committee.</td>
<td>• Annual distribution of student fees associated with academic programs. • Annual review of budget requests in conjunction with annual reports from departments and colleges. Chairs and deans review program productivity and budget to modify financial strategies for programs as needed for the next academic year.</td>
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<tr>
<td>C) Enhance collaboration and coordination between academic programs and the Offices of Academic Affairs, Student Affairs and Enrollment Management, and the Registrar to improve student learning, persistence, and graduation rates.</td>
<td>• Vice President for Academic Affairs • Vice President for VP for Enrollment Management and Student Affairs</td>
<td>• Establish the University Recruitment and Retention Committee which facilitates the development of UNO’s retention plan in coordination with colleges and departments retention plans • Colleges, departments, and other appropriate administrative units implement retention plans.</td>
<td>• Annual report of University Recruitment and Retention Committee to review effectiveness of retention plans and modify as needed in the next academic year.</td>
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STRATEGIC PLAN GOAL ONE (STRATEGY 1)

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

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| D) Revise the general education learning outcomes and curriculum. | • Vice President for Academic Affairs  
• General Education Committee | • General Education Committee revises learning outcomes and conducts curriculum mapping.  
• General Education Committee assesses learning outcomes in courses for SACSCOC reaffirmation and revisions to general education curriculum.  
• Completion of General Education curriculum revision. | • Completion of the General Education section for SACSCOC reaffirmation.  
• Complete review of General Education curriculum.  
• Annual review of General Education learning outcomes by the General Education Committee. |
| | | | |
| E) Support continued development of Earl K. Long Library to meet the evolving information, research, and learning needs of the campus community. | • Vice President for Academic Affairs  
• Vice President for Business Affairs  
• Dean of the Library | • Establish the Library Committee which reviews requests from academic deans in consultation with the Dean of the Library for funding recommendations.  
• Integrate the Library into the RCM budgeting process.  
• Library budget requests presented in an open-forum to Academic Affairs and the University Budget Committee. | • Library Committee surveys UNO library users: faculty, staff, and students.  
• Library Committee reviews survey results and recommends change as needed in the next academic year. |
STRATEGIC PLAN GOAL ONE (STRATEGY 1)

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

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| 1) Strengthen and support current academic programs. | • Vice President for Academic Affairs  
• Vice President for Enrollment Management and Student Affairs  
• Honors Program Director  
• Honors Council  
• Deans | • Honors Program Director meets with department chairs and deans to determine needs and interest of departments to participate in the Honors Program.  
• Establish the Honors Council.  
• Honors Program Director develops strategic plan in consultation with the Honors Council.  
• Integrate the Honors Program into the RCM budgeting process.  
• Honors Program budget requests presented in an open-forum to Academic Affairs and the University Budget Committee. | • Vice President for Academic Affairs reviews annual report from Honors Program Director. Honors Program activity is modified as needed in the next academic year. |
| G) Improve laboratories and studios along with support for academic programs. | • Vice President for Academic Affairs  
• Vice President for Business Affairs  
• University Budget Committee  
• Deans  
• Department Chairs | • University Budget Committee, in consultation with the Vice President for Business Affairs, evaluates and establishes improvement and maintenance plan for labs and studios. | • Vice President for Academic Affairs and Vice President for Business Affairs evaluate the success of the improvement and maintenance plans for labs and studios to develop recommendations for the next academic year. |
### STRATEGIC PLAN GOAL ONE (STRATEGY 2)

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

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<td>2) Provide greater access to educational opportunities for students in metropolitan New Orleans and beyond.</td>
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| A) Create Global UNO to expand community-based programs (non-credit, certificate programs, and off-campus offerings). | • Vice President for Academic Affairs  
• Executive Director of Global UNO  
• Vice President for Communications, Marketing, and Public Relations  
• Deans  
• Department Chairs | • Establish the Global UNO Advisory Committee which oversees the mission and strategic plan for Global UNO.  
• Develop a self-sustaining budget model for Global UNO.  
• Develop Global UNO website.  
• Colleges and departments design non-credit, certificate, and other off-campus, community-based programs for approval.  
• Develop marketing strategy for Global UNO and program offerings.  
• Implement new programs. | • Evaluate Global UNO mission and strategic plan within a self-sustaining budget model with recommendations for modifications.  
• Completion of Global UNO website.  
• Coordinate the launch of approved programs.  
• Launch of marketing strategy.                                                                                                                                                                                                                                            |
| B) Promote international programs via study abroad, faculty/student exchanges, and collaborative international partnerships. | • Vice President for Academic Affairs  
• Executive Director of Global UNO  
• Associate Director International Students and Scholars  
• Vice President for Communications, Marketing, and Public Relations  
• Deans  
• Department Chairs | • Develop strategic plan, budget, and integration of international programs with university information system in collaboration with Vice President for Academic Affairs and the Executive Director of Global UNO.  
• Develop marketing strategy for international programs.  
• Establish new collaborative international partnerships. | • Annual report from Executive Director of Global UNO on student composition for study abroad programs, faculty/student exchanges, and number of collaborative international partnerships established.  
• Coordinate the launch of new international partnerships.  
• Launch of marketing strategy for international programs and partnerships.                                                                                                                                                                                                 |
## STRATEGIC PLAN GOAL ONE (STRATEGY 2)

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

### Action Steps | Person Responsible | Plan | Strategies for Assessment and Improvement of Outcomes
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2) Provide greater access to educational opportunities for students in metropolitan New Orleans and beyond. | • Vice President Academic Affairs • Executive Director of Global UNO • Vice President for Communications, Marketing, and Public Relations • Coordinator of Distance Learning • Deans • Department Chairs | • Departments and colleges develop new online degree programs within a self-sustaining budget model in collaboration with the Vice President for Academic Affairs and the Executive Director of Global UNO. • Develop marketing strategy for online degree programs. • Implement new online degree programs. | • Executive Director of Global UNO reports on performance of online degree programs in terms of student populations served and cost of delivery. • Coordinate the launch of new online degree programs. • Number of new online degree programs launched. • Launch of marketing strategy for online degree programs. |

C) Develop and promote new online degree programs to enhance access, especially for place-bound students. | • Vice President Academic Affairs • Executive Director of Global UNO • Vice President for Communications, Marketing, and Public Relations • Coordinator of Distance Learning • Deans • Department Chairs | • Deans, department chairs, and faculty evaluate areas for program growth inclusive of credit and non-credit programs. • Foster mutually beneficial relationships with other institutions and government agencies to develop sustainable models for workforce development initiatives. | • Review annual department reports on programs, in relation to strategic plans and State of Louisiana workforce projections, modifying programs as needed. |

D) Evaluate potential program growth (inclusive of interdisciplinary/cross-disciplinary programs) and promote it in areas that meet workforce and societal needs, by leveraging UNO expertise and excellence as well as collaborative partnerships with other higher education institutions. | • Vice President for Academic Affairs • Executive Director of Global UNO • Director of Interdisciplinary Studies • Deans • Department Chairs | • Information Technology Assistance Committee establishes a baseline of current state of technology use at UNO and develops a plan for improvement of technology. • Implement a plan for strategic investments in technology. • Establish a Teaching and Learning Center to assist faculty and staff in the use of technology, the development of online courses, and improvements in teaching. | • Information Technology Assistance Committee reviews achievements against baseline evaluating the budget process to achieve further improvements in technology in the next academic year. • Evaluate the performance of the Teaching and Learning Center in terms of faculty, staff, and students served as well as efficiency and effectiveness of operations. |

E) Invest in the technology infrastructure, support, and training for online/hybrid courses and programs. | • Vice President for Academic Affairs • Executive Director of Global UNO • Chief Information Officer • Deans • Department Chairs | • Information Technology Assistance Committee establishes a baseline of current state of technology use at UNO and develops a plan for improvement of technology. • Implement a plan for strategic investments in technology. | • Information Technology Assistance Committee reviews achievements against baseline evaluating the budget process to achieve further improvements in technology in the next academic year. • Evaluate the performance of the Teaching and Learning Center in terms of faculty, staff, and students served as well as efficiency and effectiveness of operations. |
GOAL TWO:
Provide a supportive and student-centered learning environment for high-achieving, diverse, and motivated students that enhance their success.

1) Recruit, enroll, and retain high-achieving, diverse, and motivated students.

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

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

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

“Increase partnerships across campus and with other educational, civic, and corporate partners that support experiential learning opportunities.”
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.
# STRATEGIC PLAN GOAL TWO (STRATEGY 1)

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

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| A) Increase need-based and merit-based financial aid for students to promote access and affordability. | • Vice President for Enrollment Management and Student Affairs  
• Executive Director of Enrollment Services | • Develop a plan to increase merit based financial aid through foundation resources.  
• Attend seminars and webinars to stay current on FASFA guidelines. | • Review and analyze foundation and financial aid annual report data, and modify resources if needed. |
| B) Implement creative recruitment and enrollment strategies (in-state, out-of-state, and international). | • Vice President for Enrollment Management and Student Affairs  
• Executive Director of Enrollment Services  
• Director of Athletics | • Develop and implement strategic recruitment plans to build working relationships locally, nationally, and internationally. | • Review and analyze annual report data and results from recruiting efforts.  
• Conduct cost-benefit analysis of recruitment efforts. |
| C) Strengthen relationships with community colleges to provide a seamless transition to UNO. | • President  
• Vice President for Academic Affairs  
• Vice President for Enrollment Management and Student Affairs  
• Executive Director of Enrollment Services | • Collaborate with stakeholders through UNO forums, Presidential town hall meetings, and collaboration with area college administrators to discuss college programs. | • Review attendance reports and data, and modify efforts if needed. |
| D) Increase the competitiveness of support packages in the recruitment of graduate students. | • Vice President for Academic Affairs  
• Vice President for Business Affairs  
• Dean Graduate School  
• Deans  
• Department Chairs | • Develop and Implement a plan to create competitive support packages to help recruit graduate students. | • Evaluate data on support packages each semester on graduate student recruitment and retention, and modify efforts if needed. |
| E) Continue to promote and recruit diversity among the student population. | • Vice President for Enrollment Management and Student Affairs  
• Executive Director of Enrollment Services  
• Executive Director of Global UNO  
• Diversity Cabinet | • Coordinate efforts to promote diversity among our student recruits. | • Conduct periodic surveys and evaluate institutional data, and modify efforts if needed. |
STRATEGIC PLAN GOAL TWO (STRATEGY 2)

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

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<td>2) Enrich the quality of campus life through extra-curricular activities.</td>
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<tr>
<td>A) Provide recreational sports, intramural leagues and club sports.</td>
<td>• Director of Recreation and Intramural Sports</td>
<td>• Develop a plan for regular meetings to discuss proposals and resources required</td>
<td>• Conduct an evaluation of programs by semester by comparing year to year participation.</td>
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<td>• Prioritize proposals based on resources.</td>
<td>• Conduct periodic student satisfaction and participation survey, and modify efforts if needed.</td>
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<td>B) Promote greater awareness of student organizations and increase student participation.</td>
<td>• Vice President for Enrollment Management and Student Affairs</td>
<td>• Develop a plan for regular meetings, open forums, events, campus wide and social media initiatives to promote and increase student participation.</td>
<td>• Review and analyze data from participation in open forums, events, campus wide and social media initiatives with periodic student satisfaction surveys, and modify initiatives if needed.</td>
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<td></td>
<td>• Executive Director of Enrollment Services</td>
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<td>• Student Government Association</td>
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<td>C) Promote student participation and school pride through, academic, athletic, and social events on campus.</td>
<td>• Vice President for Enrollment Management and Student Affairs</td>
<td>• Develop a plan for regular meetings, open forums, events, campus wide and social media initiatives to promote and increase student participation.</td>
<td>• Review and analyze data from participation in open forums, events, campus wide and social media initiatives with periodic student satisfaction surveys, and modify initiatives if needed.</td>
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<td>• Executive Director of Enrollment Services</td>
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<td>• Student Government Association</td>
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<td>D) Develop a student transportation service to transport students around campus and to city destinations.</td>
<td>• Master Planning Committee</td>
<td>• Conduct an initial student based survey to identify destination points of interest.</td>
<td>• Conduct periodic student satisfaction and participation survey, and modify efforts if needed.</td>
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<td>• Develop and institute a route for campus transportation and provide destinations.</td>
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## STRATEGIC PLAN GOAL TWO (STRATEGY 3)

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

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<td><strong>3) Increase opportunities for students to engage in high-quality, high impact educational experiences.</strong></td>
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<tr>
<td>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).</td>
<td>• President&lt;br&gt;• Vice President for Academic Affairs&lt;br&gt;• Executive Director of Global UNO&lt;br&gt;• Career Services&lt;br&gt;• Deans&lt;br&gt;• Department Chairs</td>
<td>• Establish the Civic Engagement and Experiential Learning Committee.&lt;br&gt;• Inventory of current educational, civic, and corporate partnerships.&lt;br&gt;• Coordinate action plan to increase and enhance collaborative partnerships.&lt;br&gt;• Leverage collaborative partnerships for external fund raising.</td>
<td>• Track number of educational, civic, and corporate partnerships.</td>
</tr>
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<td>B) Increase student participation in research at both the undergraduate and graduate levels.</td>
<td>• Vice President for Research and Economic Development&lt;br&gt;• Deans&lt;br&gt;• Department Chairs</td>
<td>• Continued participation in the UL System Academic Summit for Undergraduate Research.&lt;br&gt;• Inventory the number of student participants in undergraduate and graduate research.&lt;br&gt;• Develop a plan to enhance faculty participation in student research.</td>
<td>• Track number of students participating in the UL System Academic Summit for Undergraduate Research.&lt;br&gt;• Track number of students participating in research and the faculty involved with such efforts.&lt;br&gt;• Implement a plan to enhance faculty participation in student research.</td>
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<td>C) Create and support themed, living-learning environments within campus housing, to enhance a sense of community.</td>
<td>• Vice President for Enrollment Management and Student Affairs&lt;br&gt;• Executive Director of Enrollment Services&lt;br&gt;• Director of Student Housing&lt;br&gt;• Master Planning Committee</td>
<td>• Conduct survey to determine types of housing is needed.&lt;br&gt;• Develop a plan for housing based on survey results.</td>
<td>• Review and analyze periodic student satisfaction surveys on housing.&lt;br&gt;• Implement student housing plan.</td>
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STRATEGIC PLAN GOAL TWO (STRATEGY 3)
Provide a supportive and student-centered learning environment for high-achieving, diverse, and motivated students that enhance their success.

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| D) Increase opportunities for students to develop skills and credentials for career, professional and graduate school success. | • Director of Alumni Affairs  
• Career Services  
• Deans  
• Department Chairs | • Develop a program for students on networking, professional skill development, career paths, and employment and graduate school opportunities.  
• Develop a program for alumni and corporate partners to facilitate student mentoring.  
• Inventory of student worker and internship opportunities.  
• Enhance student worker and internship opportunities. | • Implement program for students on networking, professional skill development, career paths, and employment and graduate school opportunities.  
• Launch student mentoring program.  
• Document and evaluate student worker and internship opportunities and student participation. |
### STRATEGIC PLAN GOAL TWO (STRATEGY 4)

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

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<td>4) Promote a culture of consistent, high-quality service across the university.</td>
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<td>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, First Year Advising, Admissions and Orientation), for easy access by students and their families.</td>
<td>• Vice President for Enrollment Management and Student Affairs</td>
<td>• Establish the Privateer Enrollment Center to streamline the functions of the Registrar, Bursar, Advising and Enrollment Services (Financial Aid, First Year Experience, First Year Advising, Admissions and Orientation).&lt;br&gt;• Develop a plan and support customer service training and cross-departmental training.</td>
<td>• Launch the Privateer Enrollment Center.&lt;br&gt;• Implement a plan to support customer service training and cross-departmental training within the Privateer Enrollment Center.&lt;br&gt;• Conduct periodic student satisfaction surveys, and modify efforts if needed.</td>
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<td>B) Enhance information technology infrastructure and support in both academic programs and student services that address the needs of students and their academic success.</td>
<td>• Information Technology Assistance Committee&lt;br&gt;• Chief Information Officer&lt;br&gt;• Executive Director of Global UNO&lt;br&gt;• Deans&lt;br&gt;• Department Chairs</td>
<td>• Develop a plan to institute a completely WiFi campus.&lt;br&gt;• Include all active students on UNO’s Microsoft site license.&lt;br&gt;• Develop a plan to increase Smart classrooms.&lt;br&gt;• Provide training for instructors using Smart classrooms.&lt;br&gt;• Develop a plan to support maintenance of classroom technology.</td>
<td>• Implement WiFi technology across campus.&lt;br&gt;• Expand student coverage of UNO’s Microsoft site license.&lt;br&gt;• Implement plan to increase Smart classrooms.&lt;br&gt;• Implement training for instructors through Teaching and Learning Center.&lt;br&gt;• Implement plan to support maintenance of classroom technology.&lt;br&gt;• Conduct periodic satisfaction surveys, and modify efforts if needed.</td>
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<td>C) Provide customer service training to all faculty and staff.</td>
<td>• Director of Human Resources</td>
<td>• Develop a plan for customer service and collaborative training.</td>
<td>• Implement plan for customer service and collaborative training.&lt;br&gt;• Conduct periodic satisfaction surveys, and modify efforts if needed.</td>
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GOAL THREE: Maintain a high-quality faculty and staff that support a student-centered, urban research university.

1) Recruit high-quality, diverse faculty and staff.
2) Retain high-performing faculty and staff.
3) Increase faculty and staff involvement in university-wide decision-making.

“Provide leadership and professional development opportunities for 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.
### STRATEGIC PLAN GOAL THREE (STRATEGY 1)

Maintain a high-quality faculty and staff that support a student-centered, urban research university.

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<td><strong>1) Recruit high-quality, diverse faculty and staff.</strong></td>
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| A) Implement a transparent and timely budget process for hiring authorization aligned with the recruitment cycles across disciplines. | • Vice President for Academic Affairs  
• Vice President for Business Affairs  
• Deans  
• Department Chairs | • Establish the University Budget Committee.  
• Coordination of faculty searches. | • Timely authorization of faculty searches by the start of the academic year. |
| B) Enhance the recruitment of faculty and staff by providing competitive salary and start-up funds aligned with peer institutions. | • Vice President for Academic Affairs  
• Vice President for Business Affairs  
• Deans  
• Department Chairs | • Identify resource base and rate of return evaluation for startup funds. | • Implement plan to fund and rate of return evaluation of startup allocations. |
| 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 to meet the teaching and research mission of the university. | • Vice President for Academic Affairs  
• Deans  
• Department Chairs | • Evaluate faculty sufficiency standards for continuing academic programs in line with SACSCOC standards.  
• Develop hiring plan to address faculty sufficiency standards for continuing academic programs. | • Results of faculty sufficiency standards for continuing academic programs and implementation of hiring plan to address faculty sufficiency standards. |
| D) Explore strategies and support to spousal hiring. | • Vice President for Academic Affairs  
• Deans | • Develop a plan to coordinate hiring efforts across academic units to address spousal accommodations  
• Develop a plan to coordinate employment opportunities through UNO community partners for spousal accommodations. | • Implement a plan for the coordination of spousal accommodations within academic units.  
• Implement a plan to coordinate employment opportunities through UNO community partners for spousal accommodations. |
| E) Enhance recruitment efforts of underrepresented faculty and staff. | • Vice President for Academic Affairs  
• Deans  
• Department Chairs | • Develop a plan to recruit underrepresented faculty and staff through a greater range of advertising venues. | • Implement a plan to expand advertising reach in the recruitment of underrepresented faculty and staff when hiring authorization is granted. |
STRATEGIC PLAN GOAL THREE (STRATEGY 2)
Maintain a high-quality faculty and staff that support a student-centered, urban research university.

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<td>2) Retain high-performing faculty and staff.</td>
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| A) Integrate annual faculty performance evaluation with promotion and tenure that is aligned with discipline norms and resource base. | • Vice President for Academic Affairs  
• Deans  
• Department Chairs | • Departments develop discipline specific criteria for annual faculty evaluation and alignment of annual faculty evaluation process with promotion and tenure guidelines in consultation with the Vice President for Academic Affairs and Deans. | • Implement new faculty evaluation process and revise appropriately departmental promotion and tenure guidelines.  
• All faculty will be evaluated on an annual basis. |
| B) Develop and implement an equity adjustment plan to address salary compression/inversion based on long-term performance. | • Vice President for Academic Affairs  
• Vice President for Business Affairs  
• Deans  
• Department Chairs | • Develop a plan for addressing salary compression/inversion. | • Implement plan for addressing salary compression/inversion.  
• Annual monitoring of salary structure in relation to peer institutions recognizing cost of living differentials. |
| C) Institute a system of merit-based raises tied to annual faculty and staff performance evaluation. | • Vice President for Academic Affairs  
• Deans  
• Department Chairs | • Develop a merit based raise process based on annual faculty and staff performance evaluation. | • Implement merit based raise process based on 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. | • President  
• Vice President for Academic Affairs  
• University Committee on Honors and Awards | • Establish the University Committee on Honors and Awards.  
• Establish annual monetary awards in teaching, research, and service for faculty vetted through the University Committee on Honors and Awards.  
• Establish annual monetary awards for staff service vetted through the University Committee on Honors and Awards. | • Implement annual monetary awards in teaching, research, and service for faculty.  
• Implement annual monetary awards for staff service. |
## STRATEGIC PLAN GOAL THREE (STRATEGY 2)

Maintain a high-quality faculty and staff that support a student-centered, urban research university.

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<td>2) Retain high-performing faculty and staff.</td>
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| E) Implement an orientation and mentorship program for new faculty and staff. | • Vice President for Academic Affairs  
• Deans  
• Department Chairs | • University level new faculty professional development and mentoring program.  
• College and department faculty professional development and mentoring program. | • Implement University level new faculty professional development and mentoring program.  
• Implement college and department faculty professional development and mentoring program. |
| F) Provide leadership and professional development opportunities for faculty and staff. | • Deans  
• Department Chairs | • College and department develop a plan leadership and professional development opportunities for faculty and staff participation. | • Implement college and department a plan for leadership and professional development opportunities for faculty and staff participation. |
| G) Promote initiatives that enhance the morale, health and wellness of faculty and staff. | • Director of the Wellness Center | • Develop a plan to enhance faculty and staff morale, health and wellness opportunities. | • Implement plan to improve faculty and staff morale, health and wellness opportunities. |
### STRATEGIC PLAN GOAL THREE (STRATEGY 3)

Maintain a high-quality faculty and staff that support a student-centered, urban research university.

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<td><strong>3) Increase faculty and staff involvement in university-wide decision-making.</strong></td>
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| A) Ensure adequate faculty and staff representation on major university policy committees. | • Executive Assistant for the President  
• Faculty Senate Executive Committee  
• Staff Council Executive Committee | • Executive Committees of Faculty Senate and Staff Council will oversee all elections and appointment procedures. | • Executive Committees of Faculty Senate and Staff Council review results of elections and appointments. |
| B) Increase transparency in university decision-making through open forums and town hall meetings. | • President  
• Vice President for Academic Affairs  
• Vice President for Business Affairs  
• Deans | • Initiate monthly Provost Open Forum.  
• Initiate biweekly Faculty Roundtable.  
• Initiate Fall/Spring University Convocation.  
• Initiate President Faculty, Staff, and Student Luncheons.  
• Initiate semester Open Forum.  
• Initiate semester College level Open Forum. | • Implement monthly Provost Open Forum.  
• Implement biweekly Faculty Roundtable.  
• Implement Fall/Spring University Convocation.  
• Implement President Faculty, Staff, and Student Luncheons.  
• Implement semester Open Forum.  
• Implement semester College level Open Forum. |
| C) Provide more autonomy to Colleges and Departments in the budget process and resource allocation decisions via a responsibility-centered management approach. | • Vice President for Academic Affairs  
• Vice President for Business Affairs  
• Deans | • Align UNO budgets in response to cost containment committee recommendations.  
• Provide training to appropriate staff on zero-based budgeting within RCM framework.  
• Transition to annual zero-based budgeting process within RCM framework. | • Implement cost containment recommendations.  
• Provide training platform to appropriate staff on zero-based budgeting with RCM framework.  
• Implement zero-based budgeting process within RCM framework. |
GOAL FOUR: Strengthen UNO’s research and creative activity.

1) Improve research infrastructure.

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

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

“Provide incentives and resources for pursuing collaborative research activities with both academic and commercial/non-academic partners.”
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-side for collaborations.
STRATEGIC PLAN GOAL FOUR (STRATEGY1)

Strengthen UNO’s research and creative activity.

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<tr>
<td>1) Improve research infrastructure.</td>
<td>• Vice President for Research and Economic Development&lt;br&gt;• Vice President for Business Affairs&lt;br&gt;• Deans</td>
<td>• Support faculty in obtaining personalized database searches on grant opportunities.&lt;br&gt;• Assign research administrators to specific Colleges.&lt;br&gt;• Identify and train individuals in Colleges to support research-related business processes.&lt;br&gt;• Provide training and central coordination in Colleges to (1) monitor sponsored project budgets, and (2) generate monthly/quarterly budget reports for principal investigators and department chairs.&lt;br&gt;• Implement focus groups with principal investigators to assess improvements in research infrastructure.&lt;br&gt;• Create a repository of sections from successful grant proposals sorted by category (e.g., adequacy of resources, evaluation plan) to assist proposal development by other faculty.</td>
<td>• Track number of grant proposals submitted.&lt;br&gt;• Track number of grant proposals funded.&lt;br&gt;• Track dollar amounts of grant proposals submitted.&lt;br&gt;• Track dollar amounts of grant proposals funded.&lt;br&gt;• Track percentage of dollar amounts in awarded grants successfully expended.&lt;br&gt;• Monitor overdrafts of sponsored project accounts.</td>
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## STRATEGIC PLAN GOAL FOUR (STRATEGY 1)

**Strengthen UNO’s research and creative activity.**

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<td><strong>1) Improve research infrastructure.</strong></td>
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| B) Foster productive public-private research partnerships throughout the entire university, as well as through the UNO Research and Technology Park mission and utilization plan. | • Vice President for Research and Economic Development | • Provide technical support for SBIR/STTR grants, and for technology transfer processes.  
• Assign Office of Research and Sponsored Programs staff to directly assist faculty with industry/private connections.  
• Re-evaluate and, if needed, adjust UNO’s intellectual property policies and procedures to maximize the likelihood of fruitful partnerships. | • Track number of SBIR/STTR proposals submitted.  
• Track number of SBIR/STTR proposals funded.  
• Track number of startup companies in Research and Technology Park and at UNO  
• Track number of industry/private partnerships that directly support UNO research initiatives.  
• Track dollar amounts of industry/private partnerships that directly support UNO research initiatives.  
• Track number of new technologies patented.  
• Track number of new technologies licenses. |
| C) Promote the use of core facilities and expand the support of these facilities to enhance collaborative research. | • Vice President for Research and Economic Development  
• Vice President for Business Affairs  
• Deans | • Develop a practical model for service/re-charge centers applied to marketable facilities.  
• Adopt a sustainable funding model for maintaining and upgrading core facilities. | • Track number of core facilities generating revenue from outside users and budgeted grant utilization.  
• Track number of maintenance contracts and/or viable repair/replacement reserves funded from core facility revenues. |
| D) Provide incentives to faculty and units to expand revenue generation via externally funded projects. | • Vice President for Research and Economic Development  
• Vice President for Business Affairs  
• Vice President for Academic Affairs  
• Deans | • Dedicate a reasonable proportion of recovered indirect costs to principal investigators for discretionary investment in research.  
• Re-evaluate the proportions of recovered indirect costs returned to Colleges and BoR-approved centers/Institutes, and adjust (if needed) to bring the proportion in line with best practices and UNO’s RCM budget model. | • Track number of faculty pursuing external grants.  
• Track number of external grant proposals  
• Track distribution of indirect costs to colleges and BoR centers/institutes. |
STRATEGIC PLAN GOAL FOUR (STRATEGY 2)
Strengthen UNO’s research and creative activity.

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<td>2) Identify and support areas of research excellence and promise.</td>
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<td>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.</td>
<td>• Vice President for Research and Economic Development</td>
<td>• Periodic meetings with Vice President for Academic Affairs and Deans regarding faculty hiring plan and searches.</td>
<td>• Track research accomplishments of new faculty appointments.</td>
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<td>• Develop a structured approach for planning and implementing start-up packages for faculty recruitment.</td>
<td>• Track grants transferred to UNO by new faculty appointments.</td>
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<td>• Track number of grant proposals submitted by new faculty appointments within their first year at UNO.</td>
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<td></td>
<td>• Track number of grant proposals awarded by new faculty appointments during their first year years and rate of return on startup packages.</td>
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<tr>
<td>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.</td>
<td>• Vice President for Research and Economic Development • Vice President for Business Affairs • Deans</td>
<td>• Develop internal faculty grants to support promising research/creative collaborations.</td>
<td>• Track rankings/ratings of departments’ scholarly and creative impact by national, regional, and state organizations.</td>
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<td>• Establish recognitions and awards to high performing faculty.</td>
<td>• Track number of faculty receiving recognitions and awards from external organizations.</td>
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<td>• Promote the nomination of high performing faculty for outside scholarly awards and distinctions.</td>
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2) Identify and support areas of research excellence and promise.

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| C) Promote the pursuit of grant applications to prestigious national and international funding agencies. | • Vice President for Research and Economic Development  
• Deans                                                                 | • Identify and match high-priority funding opportunities with high-promise researchers (individuals as well as teams).  
• Provide specialized support (workshops, consultant reviews of draft proposals prior to submission, etc.) to increase the likelihood of success. | • Track number of large (> $1 million) and high profile/prestige (NSF Advance or LSAMP) proposals submitted.  
• Track number of large (> $1 million) and high profile/prestige (NSF Advance or LSAMP) proposals awarded. |

D) Promote basic and translational research tied to state and national priorities (regional and state economic development efforts, federal funder emphases, etc.)

• Vice President for Research and Economic Development  
• Vice President for External Affairs

• Prioritize internal grants in alignment with published state and national priorities.

• Track number of external proposals in prioritized areas.  
• Track dollar amount of external proposals in prioritized areas.  
• Track number of funded proposals in prioritized areas.  
• Track dollar amount of funded proposals in prioritized areas.  
• Track number of collaborations between economic development groups and UNO faculty/staff.
STRATEGIC PLAN GOAL FOUR (STRATEGY 3)
Strengthen UNO’s research and creative activity.

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| 3) Build internal and external collaborations with a focus on interdisciplinary or cross-cutting collaborations. | • Vice President for Research and Economic Development  
• Vice President for Communications, Marketing, and Public Relations | • Target internal grants/research awards to promote interdisciplinary and/or inter-institutional collaboration.  
• Create a format for thematic discussions among researchers. Use each discussion forum as an opportunity to identify faculty and public/private organizations and businesses aligned with the selected theme who could potentially serve as partners to pursue research funding.  
• Establish regular research forums open to the general public for faculty to provide an overview of their research agendas.  
• Develop and implement a communications plan to ensure that the campus community and the Greater New Orleans region are informed of research excellence at UNO. | • Track number of external grant proposals that involve interdisciplinary and/or inter-institutional teams.  
• Track dollar amount of external grant proposals that involve interdisciplinary and/or inter-institutional teams.  
• Track number of external grant proposals funded that involve interdisciplinary and/or inter-institutional teams.  
• Track dollar amount of external grant proposals funded that involve interdisciplinary and/or inter-institutional teams.  
• Track number of new collaborations arising from research forums. |
| A) Enhance research-related communications and collaborations 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. | • Vice President for Research and Economic Development  
• Vice President for Academic Affairs | • Pursue partial/joint appointments with highly accomplished researchers at other institutions who would spend part of their time at UNO to develop collaborations with UNO researchers.  
• Market UNO as a destination for high profile researchers to occupy time-limited visiting professorships. | • Track number of research products (grants, publications, etc.) by full-time UNO researchers in collaboration with high-profile persons hired by UNO on partial/joint appointments.  
• Track number of research products (grants, publications, etc.) by full-time UNO researchers in collaboration with high-profile researchers currently or recently in a visiting professorship at UNO. |
GOAL FIVE:
Maintain and manage every UNO campus facility in an ecologically, economically, and socially sound manner.

1) Review University practices to promote efficiency and effectiveness in UNO’s operations.

2) Ensure university planning and design efforts are integrated with UNO’s strategic plan.

3) Enhance an information technology infrastructure that supports the achievement of UNO’s mission and goals.

4) Improve facilities maintenance and investment in physical infrastructure.

5) Promote a safe and sustainable campus, representative of our mission to support regional economic prosperity, equity and environmental restoration and preservation.

“Educate and support effective habits across the UNO community on how to incorporate sustainable practices into everyday living.”
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.
   
   C) Remodel and improve learning environments for student retention.
   
   D) Improve exterior and interior maintenance as well as presentation of buildings.
   
   E) Undergo ongoing campus beautification and improve the functionality of community spaces.
   
   F) Promote effective energy use and conservation.

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.
STRATEGIC PLAN GOAL FIVE (STRATEGY 1)
Maintain and manage every UNO campus facility in an ecologically, economically, and socially sound manner.

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<tr>
<td>A) Incorporate a standard space allocation and utilization review process.</td>
<td>• Space Utilization and Allocation Committee</td>
<td>• Periodic meetings throughout year to discuss issues.</td>
<td>• Document space allocation.</td>
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<td>• Develop accessible, online service for space or change in utilization requests.</td>
<td>• Document improvements in efficient use of space and changes in fulfilling requests.</td>
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<td></td>
<td></td>
<td>• Document improvements in efficient use of space and changes in fulfilling requests.</td>
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<td>B) Systematically review UNO’s student facility support functions to ensure quality, efficiency, and consistency with UNO’s mission.</td>
<td>• Vice President for Business Affairs</td>
<td>• Establish Energy Savings and Efficiency Committee.</td>
<td>• Conduct periodic campus wide survey.</td>
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<td>• Executive Director of Facilities Services</td>
<td>• Establish monthly meetings.</td>
<td>• Establish utility benchmarks and efficiency savings.</td>
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<td>• Energy Savings and Efficiency Committee</td>
<td>• Develop annual facilities master plan.</td>
<td>• Conduct life-cycle cost analysis.</td>
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<td>• Compile facilities annual report.</td>
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UNO 2020 Strategic Plan 37
## STRATEGIC PLAN GOAL FIVE (STRATEGY 2)

Maintain and manage every UNO campus facility in an ecologically, economically, and socially sound manner.

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<tr>
<td><strong>2) Ensure university planning and design efforts are integrated with UNO’s strategic plan.</strong></td>
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</table>
| A) Develop a master plan that meets the needs of the global UNO community. | • Master Planning Committee  
• Executive Director of Facilities | • Develop campus master plan.  
• Master Planning Committee has oversight of master plan. | • Adoption by campus community of master plan. |
| B) Develop and maintain an annual facilities master plan, budget, and reporting process. | • Vice President for Business Affairs  
• Executive Director Facilities Services  
• Facility Directors | • Develop facilities master plan.  
• Regular meetings among responsible parties to discuss proposals, budgets, priorities, and progress. | • Annual facilities master plan update. |
| C) Develop a long-range financial plan that incorporates both cost-saving and revenue enhancement strategies. | • Vice President for Business Affairs  
• Master Plan Committee  
• Sustainability Coordinator | • Develop long-range financial plan to align with master and facilities plan.  
• Regular meetings among responsible parties to discuss proposals, budgets, priorities, and progress. | • Implement long-range financial plan that aligns with master and facilities plan. |
| D) Develop pre-disaster, continuity-of-operations, and mitigation plans to ensure that UNO is prepared to handle any disruption in service and reduce vulnerability. | • University Council  
• Campus Safety, Insurance & Risk Management  
• Student Government Association  
• Emergency Preparedness Committee  
• Continuity of Academic Support Committee | • Establish Emergency Preparedness Committee.  
• Establish Continuity of Academic Support Committee.  
• Develop safety, infrastructure, and academic plans to address UNO preparedness, resilience, and recovery (mitigation plan).  
• Develop policy on continuity of academic mission.  
• Maintain UNO’s FEMA approved campus mitigation plan.  
• Integrate mitigation plan into facilities master plan. | • Adoption of integrated mitigation plan by campus community.  
• Conduct post-event performance evaluations by external committee.  
• Institute procedures on continued academic support as part of mitigation plan. |
STRATEGIC PLAN GOAL FIVE (STRATEGY 3)
Maintain and manage every UNO campus facility in an ecologically, economically, and socially sound manner.

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<tr>
<td>3) Enhance an information technology infrastructure that supports the achievement of UNO’s mission and goals.</td>
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</table>
| A) Fully implement information systems that meet the changing needs of UNO, including student and financial information systems. | • Vice President for Academic Affairs  
• Vice President for Enrollment Management and Student Affairs  
• Vice President for Business Affairs  
• Vice President for Research and Economic Development | • Coordinate UNO’s information technology infrastructure (PeopleSoft) towards improved service  
• Train faculty and staff on use of innovative information technology.  
• Continued Investment in information technology infrastructure. | • Annual progress report including external evaluations and recommendations for new or improved resources |
| B) Enhance technology infrastructure and support for all UNO community, learning, and research activities. | • Vice President for Business Affairs  
• Chief Information Officer  
• Information Technology Assistance Committee | • Incorporate information technology infrastructure and training within RCM budgeting approach.  
• Invest in tech infrastructure and training.  
• Provide faculty training to provide seamless transfer to on-line course presentation in event of physical campus closure. | • Annual report on information technology infrastructure improvements.  
• Annual report on faculty training for online delivery of courses. |
STRATEGIC PLAN GOAL FIVE (STRATEGY 4)

Maintain and manage every UNO campus facility in an ecologically, economically, and socially sound manner.

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<td>4) Improve facilities maintenance and investment in physical infrastructure.</td>
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</tbody>
</table>
| A) Remodel and improve learning environments for student retention. | • Master Planning Committee  
• Space Utilization and Allocation Committee  
• Executive Director of Facilities  
• Library Committee  
• Student Government Association | • Cost and prioritize classroom, technology, and other student settings for improvements.  
• Implement recommended improvements in a balanced approach between priorities and availability of resources. | • Annual report on improvements in student learning environments. |
| B) Improve exterior and interior maintenance as well as presentation of buildings. | • Master Planning Committee  
• Executive Director of Facilities  
• Student Government Association | • Cost and prioritize façade improvements.  
• Improve UNO ADA compliance and universal design. | • Annual report on façade improvements, ADA compliance and universal design. |
| C) Undergo ongoing campus beautification and improve the functionality of community spaces. | • Master Planning Committee  
• Executive Director of Facilities  
• Student Government Association | • Develop campus master plan.  
• Master Planning Committee oversees master plan. | • Annual report on campus master plan. |
| D) Promote effective energy use and conservation. | • Energy Savings and Efficiency Committee  
• Executive Director of Facilities | • Establish a policy cap for zero-net gain in energy usage.  
• Establish benchmark buildings regarding energy usage.  
• Improve building controls for electricity and HVAC.  
• Provide incentives and resources for implementation of cost saving measures  
• Consider external consultant to decrease energy use and find additional cost savings. | • Implement policy cap for zero-net gain in energy usage.  
• Implement cost savings measures. |
STRATEGIC PLAN GOAL FIVE (STRATEGY 5)
Maintain and manage every UNO campus facility in an ecologically, economically, and socially sound manner.

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<td>5) Promote a safe and sustainable campus representative of our mission to support regional economic prosperity, equity, and environmental restoration and preservation.</td>
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<tr>
<td>A) Evaluate UNO’s climate impact and establish a goal to become carbon neutral.</td>
<td>• Sustainability Coordinator</td>
<td>• Participate in the Association for the Advancement of Sustainability in Higher Education by registering for STARS and meet initial criteria.</td>
<td>• Maintain good standing with Association for the Advancement of Sustainability in Higher Education.</td>
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<td></td>
<td></td>
<td>• Conduct campus greenhouse gas emissions survey.</td>
<td>• Inventory campus greenhouse gas emissions.</td>
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<td>• Develop plan to reduce campus greenhouse gas emissions in a cost-effective manner.</td>
<td>• Implement plan to reduce campus greenhouse gas emissions in a cost-effective manner.</td>
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<td>B) Advance the UNO campus as a model of sustainability in our unique, physical environment.</td>
<td>• Campus Sustainability Task Force</td>
<td>• Establish the Campus Sustainability Task Force.</td>
<td>• Adoption of sustainability plan by campus community.</td>
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<td></td>
<td>• Develop a plan for UNO’s sustainability effort.</td>
<td>• Implement sustainability plan.</td>
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<tr>
<td>C) Educate and support effective habits across the UNO community on how to incorporate sustainable practices into everyday living.</td>
<td>• Sustainability Coordinator</td>
<td>• Work with student organizations to develop a plan for habit changing behaviors related to sustainability.</td>
<td>• Implement plan for habit changing behaviors related to sustainability.</td>
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<tr>
<td></td>
<td>• Campus Sustainability Task Force</td>
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<td>• Increase public relations related to “green” initiatives.</td>
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<td>• Student organizations</td>
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<tr>
<td></td>
<td>• Vice President for Enrollment Management and Student Affairs</td>
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<td></td>
<td>• Vice President for Communications, Marketing, and Public Relations</td>
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STRATEGIC PLAN GOAL FIVE (STRATEGY 5)

Maintain and manage every UNO campus facility in an ecologically, economically, and socially sound manner.

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</table>
| D) Incorporate sustainability throughout UNO processes and practices. | • President  
• Campus Sustainability Task Force  
• Executive Director of Facilities  
• Deans  
• Department Chairs | • Develop strategies for the integration of recommendations identified by the Campus Sustainability Task Force into UNO policies and procedures. | • Incorporate Campus Sustainability Task Force recommendations into UNO policies and procedures. |
| E) Promote initiatives and procedures designed to improve safety and security and educate students, faculty, and staff on the phases of disaster preparedness. | • Campus Safety, Insurance & Risk Management  
• Student Government Association  
• Emergency Preparedness Committee | • Develop a plan to educate faculty, staff, and students on disaster preparedness.  
• Develop procedures and initiatives to enhance safety and security | • Implement plan to educate faculty, staff, and students on disaster preparedness.  
• Implement procedures and initiatives to enhance safety and security. |
| F) Promote interdisciplinary and cross-institutional activities addressing campus issues related to sustainability. | • Sustainability Coordinator  
• Campus Sustainability Task Force  
• Student organizations  
• Deans  
• Department Chairs | • Address interdisciplinary nature of sustainability through inter- and intra-collegiate course offerings, promoting opportunities and partnerships with green Industry. | • Track the number of interdisciplinary sustainability partnerships. |
5) Advance UNO’s reputation through initiatives that promote the mission of UNO.

4) Build a culture of philanthropy throughout the UNO community.

3) Promote UNO as a community asset.

2) Increase pride, engagement, and sense of community among UNO stakeholders.

GOAL SIX:
Broaden UNO’s image as a premier university at the regional, national and international level while expanding our connection to the community.

1) Strengthen UNO’s commitment to civic engagement.

“Support programming and ensure long-term viability of community engagement activities.”
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.
   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 GOAL SIX (STRATEGY 1)
**UNO’s Image and Connection to the Community.**

<table>
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<tr>
<td><strong>1) Strengthen UNO’s commitment to civic engagement.</strong></td>
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<tr>
<td>A) Increase curricular/ co-curricular activities that include civic engagement for faculty, staff, and students</td>
<td>• Executive Cabinet</td>
<td>• Identify resources such as expertise, leadership and educational programs to achieve the desired increase in activities. Plan in consideration of levels of involvement being one-time efforts, time-limited assignments, or ongoing partnerships.</td>
<td>• Analyze annual progress report generated by units/departments/ colleges and institutional effectiveness plans to identify activities that include civic engagement for faculty, staff, and students.</td>
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<td></td>
<td>• Deans</td>
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<td></td>
<td>• Department Chairs</td>
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<tr>
<td>B) Support programming and ensure long-term viability of community engagement</td>
<td>• Executive Cabinet</td>
<td>• Executive Cabinet will make adjustments according to findings in annual report.</td>
<td>• Annual report from University Advancement.</td>
</tr>
<tr>
<td>C) Increase the number of activities in the variety of service learning opportunities at the university</td>
<td>• Vice President for Academic Affairs</td>
<td>• Identify other service learning activities that could be utilized and the resources needed to increase activities in current and potential activities. Plan in consideration of levels of involvement being one-time efforts, time-limited assignments, or ongoing partnerships.</td>
<td>• Analyze Service Learning Council annual reports generated by departments and colleges.</td>
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<tr>
<td></td>
<td>• Deans</td>
<td></td>
<td>• Annual report generated by units/departments/colleges and institutional effectiveness plans to measure number of service learning initiatives.</td>
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<tr>
<td></td>
<td>• Department Chairs</td>
<td></td>
<td>• Track student involvement in service learning opportunities.</td>
</tr>
<tr>
<td>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.</td>
<td>• Vice President for Academic Affairs</td>
<td>• Identify resources such as expertise, leadership and educational programs to achieve the desired increase in activities. Plan in consideration of levels of involvement being one-time efforts, time-limited assignments, or ongoing partnerships.</td>
<td>• Analyze annual reports generated by units, departments, colleges and institutional effectively plans to measure number of opportunities for students to work in internships, professional development, on the job training, and student projects in the community.</td>
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<td></td>
<td>• Vice President for Enrollment Management and Student Affairs</td>
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<td>• Track student involvement.</td>
</tr>
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<td>• Deans</td>
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<td></td>
<td>• Department Chairs</td>
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<td></td>
<td>• Director of Career Services</td>
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## STRATEGIC PLAN GOAL SIX: (STRATEGY 2)
UNO’s Image and Connection to the Community.

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<tr>
<td>2) Increase pride, engagement, and sense of community among UNO stakeholders.</td>
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</table>
| A) Coordinate a consistent message in fostering relationship-building opportunities to university constituents. | • Executive Director of University Advancement  
• Office of Alumni Affairs  
• Vice President for Enrollment Management and Student Affairs  
• Community Engagement Committee | • Establish Community Engagement Committee, define message, establish baseline, initiate plan. | • Evaluate messages.  
• Track participation in events and activities.  
• Periodic feedback survey/email.  
• Annual report on community engagement. |
| B) Provide opportunities for students and alumni to create enduring connections to UNO. | • Executive Director of University Advancement  
• Office of Alumni Affairs  
• Vice President for Enrollment Management and Student Affairs  
• Community Engagement Committee | • Establish Community Engagement Committee, review existing opportunities, initiate plan. | • Track responses, participation in events and activities.  
• Periodic feedback survey/email.  
• Annual report on community engagement. |
| C) Provide opportunities for all UNO stakeholders to engage in the campus community. | • Executive Director of University Advancement  
• Office of Alumni Affairs  
• Vice President for Enrollment Management and Student Affairs  
• Community Engagement Committee | • Establish Community Engagement Committee, review existing opportunities, initiate plan. | • Track responses, participation in events and activities.  
• Periodic feedback survey/email.  
• Annual report on community engagement. |
STRATEGIC PLAN GOAL SIX: (STRATEGY 3)
UNO’s Image and Connection to the Community.

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<td>3) UNO as a community asset.</td>
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</table>
| A) Communicate effectively to external constituencies regarding UNO faculty expertise, research activities, and academic programs. | • President  
• Vice President for External Affairs  
• Vice President for Communications, Marketing, and Public Relations | • Compile information from sources; distribute to relevant audiences via media, including social networks. | • Weekly media reports.  
• Online “hits” on University web pages featuring subject matter.  
• Reports at the end of each semester. |
| B) Communicate effectively to external constituencies regarding UNO athletic, social and cultural events. | • President  
• Vice President for Communications, Marketing, and Public Relations | • Compile information from sources; distribute to relevant audiences via media, including social networks. | • Weekly media reports.  
• Online “hits” on University web pages featuring subject matter  
• Measure attendance at events via tickets purchased, etc.  
• Reports at end of each major event.  
• Reports at the end-of-semester. |
| C) Enhance UNO’s role as a cultural resource for the campus and the Greater New Orleans community. | • President  
• Vice President for Communications, Marketing, and Public Relations | • Compile information from sources; distribute to relevant audiences via media, including social networks. | • Weekly media reports.  
• Online “hits” on University web pages featuring subject matter  
• Interaction on social media.  
• Feedback from community leaders, alumni, high school administrators and other relevant audiences. |
| D) Advance public and legislative support of UNO initiatives. | • President  
• Vice President for External Affairs | • Develop and implement a comprehensive federal, state and local governmental relations strategy that supports the academic mission and research agenda of UNO. | • Track number of campus visits by governmental officials.  
• Identification of funding opportunities.  
• Monitoring of policy issues that may affect UNO and garnering of resources in support of UNO’s strategic plan.  
• Annual report of policy issues monitored and funding secured. |
STRATEGIC PLAN GOAL SIX: (STRATEGY 4)
UNO’s Image and Connection to the Community.

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<td>4) Build a culture of philanthropy throughout the UNO community.</td>
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</table>
| A) Increase participation of faculty, staff, alumni, and retirees in philanthropic activity. | • Executive Director of University Advancement  
• Office of Alumni Affairs  
• UNO Foundation | • Generate newsletter to alert stakeholders.  
• Invite stakeholders to appropriate committees, projects.  
• Approach retirees with ideas and support.  
• Establish Faculty Emeritus Advisory Board. | • Track number of participants.  
• Track number of pledges of monetary support deemed appropriate by Office of Development.  
• Track number of donations as documented in the Philanthropic Report. |
| B) Educate current students about philanthropy and the importance of alumni participation. | • Executive Director of University Advancement  
• Alumni Association  
• Student Government Association  
• Student organizations | • Invite student government representative to attend UNOIAA board meetings.  
• Establish events to build relationships between students and alumni (i.e. mentoring sponsorships). | • Measure level of participation in student/alumni events and sponsorships as reported in the student response report. |
| C) Demonstrate the impact of philanthropy through UNO events, publications, and online media. | • Vice President for Communications, Marketing, and Public Relations | • Compile information from sources; distribute to relevant audiences via media, including social networks. | • Measure testimonials and interactions via media, including social networks.  
• Measure revenue and attendance at events.  
• Reports at the end of each event; end-of-fiscal year report; and media reports. |
STRATEGIC PLAN GOAL SIX: (STRATEGY 4)  
UNO’s Image and Connection to the Community.

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| D) Develop an efficient and effective fund raising infrastructure to facilitate engagement activities and fund raising strategies in preparation of a capital campaign. | Executive Director of University Advancement  
Office of Alumni Affairs  
Alumni Association  
UNO Foundation | • Expand advancement staff by two.  
Increase unrestricted annual giving by empowering and educating Alumni and Foundation Boards through training and board governance.  
Increase giving to the annual fund by through increased participation and increase in average gift size.  
Continued expansion of advancement staff by two.  
Develop strategic case for a comprehensive campaign.  
Enter quiet phase of campaign-board members engaged with high-end donors and community leaders with President and advancement staff through small group cultivation events.  
Continued increase in giving to annual fund through increased participation and increase in average gift size.  
Continued expansion of advancement staff, evaluation of quite phase and develop strategy for public launch of comprehensive campaign | • Assess staff and board effectiveness through objective measurement of funds raised per development officer and scope of prospects cultivated.  
Measure effectiveness of development officers by cost of dollar raised and evaluation of prospects in the pipeline.  
Continue assessment of board effectiveness through objective measurement of funds raised per development officer and scope of prospects cultivated; re-evaluate and set new goals.  
Continued measurement of effectiveness of development officers by cost of dollar raised and evaluation of prospects in the pipeline.  
Assess funds raised by board either directly or indirectly.  
Objectively review progress on quiet phase and assess public launch of comprehensive campaign through focus groups and surveys aimed at securing feedback on attitude and openness to campaign.  
Objectively measure the receptiveness of donors to the message of the comprehensive campaign and their likelihood to give. |
**STRATEGIC PLAN GOAL SIX: (STRATEGY 5)**

UNO’s Image and Connection to the Community.

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<td>5) Advance UNO’s reputation through initiatives that promote the mission of UNO.</td>
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<tr>
<td>A) Develop and refine the UNO brand through marketing research, integrated communication planning, and the creation of brand resources for faculty and staff.</td>
<td>• Vice President for Communications, Marketing, and Public Relations</td>
<td>• Create and disseminate new brand based on market research and public opinion.</td>
<td>• Review internet activity; weekly departmental reports; update and continue to supply brand products.</td>
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<td>• Feedback from faculty, staff, other constituents.</td>
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<td>• Annual report of performance.</td>
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<td>B) Promote faculty, staff, student, and alumni achievements.</td>
<td>• Vice President for Communications, Marketing, and Public Relations</td>
<td>• Collect information from departments that directly constituents to be distributed internally and externally via media, modify as needed.</td>
<td>• Measure media value and “hits” Feedback from faculty, staff, students, alumni, etc.</td>
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<td>• Measure social media impact and reach.</td>
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<td>• Document exposure via reports and distribute internally and externally.</td>
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<td>C) Market the academic programs and their uniqueness, especially leveraging those programs that are nationally ranked.</td>
<td>• Vice President for Academic Affairs • Vice President for Communications, Marketing, and Public Relations • Deans</td>
<td>• Collect information from academic deans and chairs; interview top students and alumni; and develop media strategies and execute accordingly, modify as needed.</td>
<td>• Collect information about progress from academic deans and chairs at least twice each semester.</td>
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<td>• Track responses, participation in events and activities; feedback mechanism (survey, email).</td>
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<td>• Track traffic on UNO web pages and targeted social media</td>
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<td>• Track number of new student applications.</td>
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STRATEGIC PLAN IMPLEMENTATION

The preceding 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.