



Draft UNL Mission as of September 5, 2018

The University of Nebraska unites bold trailblazers from around the globe to positively transform lives, land, and society. Our inclusive culture expects excellence and creates connections among learners within - and beyond - the university. At Nebraska every person and interaction matters.

- We advance and share the latest knowledge.
- We discover solutions for the world's greatest challenges.
- We launch lifetimes of exploration and professional growth.

We invite you to join us in creating a better life.



Engaging Nebraskans and Beyond Goal Statement

Goal: We will create a university without walls, where students, faculty, staff and alumni are actively engaged across Nebraska and beyond with a mantra of “we bring Nebraska to the world”

UNL will build a culture of engagement that generates genuine mutual benefit both in Nebraska and across the globe while creating extraordinary opportunities for students, alumni, industry, community partners, faculty and staff.

Engagement is the co-creation, co-discovery and co-development of solutions that benefit Nebraskans (people who live in Nebraska, are affiliated with Nebraska, or who want to access our knowledge resources, anywhere in the world).

The needs of Nebraska are broad and diverse. Nebraskans want to grow and expand their businesses, strengthen their schools and their communities/neighborhoods, create exciting opportunities for their children and grow and diversify our economy. Nebraskans recognize the university as a valuable, accessible and diverse resource that is recognized globally for exciting, unexpected experiences and research advances.

UNL embraces opportunities to strengthen and codify our relationship with people. The University of Nebraska-Lincoln has students, faculty, staff and alumni gifted with strategic foresight as well as relevant knowledge and resources to address critical needs. Doing so in a more robust and organized manner not only benefits Nebraskans but also strengthens their commitment, loyalty and support of our university.

Engaging is critical to the future of UNL.



Measures

Measure: The Engagement conversation started in 2018 developed a robust culture and practice of Engagement at UNL by 2020.

Measure: UNL Engagement efforts matter, and they create exponential impact reflected in the effectiveness of UNL students, faculty, staff and alumni in Engagement initiatives that span the globe.

Measure: Engagement becomes a recognized mission area, and faculty apportionment reflects this commitment. And, College and departmental Promotion & Tenure guidelines recognize Engagement as a recognizable and reward-worthy function of faculty. When appropriate, Engagement will be prioritized as a key role and responsibility of professional staff charged with co-curricular programming.

Measure: To demonstrate our commitment to Engagement, UNL establishes an Office of Engagement with Chancellor's Cabinet-level leadership.

Measure: UNL's commitment to Engagement is recognized with the Carnegie Community Engagement classification.



Strategies

1. All Nebraska students (undergrads and grads) will engage in the broader community or world through experiential learning activities that enhance their education and position them for success. (link to Economic Development and Innovation Strategy #2)
2. Students, faculty and staff will develop methods to engage alumni as well as business, industry and government in collaborative efforts.
3. Every community across Nebraska will be viewed as a key part of UNL's extended campus for the purpose of establishing engaged learning and research opportunities that advance the mutual interests of the community and UNL.
4. Engagement will be authorized as one of UNL's three recognized mission areas.
5. Establish a university-level Engagement office and Engagement Council charged with championing the Engagement mission.



Initial Action Steps

Strategy #1: All Nebraska students (undergrads and grads) will engage in the broader community or world through experiential learning activities that enhance their education and position them for success. (link to Economic Development and Innovation Strategy #2)

1. Establish and support ‘Engagement Hubs’ that concentrate resources and funding on timely community needs unique to identified local, national and international geographic areas.
2. Embrace and promote existing and future technologies to advance community-based Engagement including platforms that tell the UNL Engagement story in new and innovative ways.
 - Identify and secure a web-based platform to list, find, organize and measure the impact of faculty, staff and student community Engagement in Nebraska and beyond.
3. Connect every student with a faculty or career professional mentor responsible for providing personal and professional advice and encouragement.
4. Replicate UCARE as a vehicle for advancing the quantity and frequency of community-based research projects.
5. To strengthen student Engagement, increase the campus live-on requirement for undergraduate students from one year to two years.



Initial Action Steps

Strategy #2: Students, faculty and staff will develop approaches to engage alumni as well as business, industry and government in collaborative efforts.

1. Using industry involvement, develop a set of mutually beneficial example programs.
 - a. Best practices include mentoring programs, industry advisory boards, industry research and service learning that are mutually beneficial to alumni, industry, faculty and students (see Beaty et al, 2014. J. Archit. Eng. 20:05014001, 1-11).
 - b. Projects could focus on research, economic development, entrepreneurship, etc.
2. Conduct pilots:
 - a. Trusted peer network (College of Business Entrepreneurship Center).
 - b. Freshman mentoring program to tie students with alumni/industry people.
3. Develop a reporting system to report % of alumni, number of industries involved and the nature of Engagement, monitor for improvement.
4. Establish a customer database for alumni and industry contact information at the department level.
5. Identify and reward an alumni/industry champion at the department level.



Initial Action Steps

Strategy #3: Every community across Nebraska will be viewed as a key part of UNL's extended campus for the purpose of establishing engaged learning and research opportunities that advance the mutual interests of the community and UNL.

1. Convert Nebraska Extension's county offices to Engagement Centers. Local Engagement Coordinators will facilitate opportunistic connections between UNL students, faculty, staff and alumni and Nebraska's communities and measure impact. In addition, utilize the Rural Futures Institute as a connector across all four campuses.
2. Develop courses and programs to encourage Nebraskans to seek or complete degree requirements in their area of interest.
3. Connect UNL knowledge resources to Nebraskans wanting to grow and expand their businesses, strengthen their schools and their communities/neighborhoods, create exciting opportunities for their children and grow and diversify our economy.



Initial Action Steps

Strategy #4: Engagement will be authorized as one of UNL's three recognized mission areas.

1. Establish Engagement as a recognized mission of UNL and redefine 'service', reconsider UNL Apportionment Guidelines (acknowledge service learning and other Engagement tactics).
2. Create a guidance document to describe the scholarship of Engagement.
 - a. What are examples and metrics?
 - b. Review current examples (APLU, Michigan State, VA Commonwealth, Barbara Holland – IUPUI – National Clearinghouse for Service Learning).
3. Work with colleges and departments to establish Engagement as a recognizable function of faculty seeking promotion and/or tenure and a performance evaluation criteria for professional staff.
 - a. Review publications and practices to learn how others are doing this (Saltmarsh et al, Carnegie Foundation, Swearer Institute-Brown, Carnegie Community Engaged universities).
 - b. Build Engagement into promotion and tenure processes and annual performance evaluations for professional staff.



Initial Action Steps

Strategy #5: Establish a university-level Engagement office and Engagement Council charged with championing the Engagement mission.

1. Lead conversations on ideas, strategies and methods resulting in effective and valued Engagement initiatives (see Strategy 5a). Clearly define Engagement as it applies to research, teaching and learning and service on campus, across Nebraska and globally.
2. Champion Engagement with university leadership, stakeholders and others. A key opportunity is to strengthen relationships with government, industry and community partners.
3. Help faculty, departments and colleges establish a culture of Engagement. This includes possible revision of promotion and tenure guidelines to acknowledge Engagement.
4. Establish methods such as seed grants, partnership opportunities and other strategies to incentivize students, faculty and staff to pilot Engagement initiatives.
5. Identify and address structural impediments.



Initial Action Steps

Strategy #5a: Establish methods and practices of effective Engagement

1. Connect students, faculty, staff and alumni with innovative and effective Engagement practice (See Campus Community Strategy #1):
 - a. Utilize Nebraska Extension as a source of best practices to strengthen Engagement work.
 - b. Consider innovative methods such as Engagement in the context of co-curricular learning (not tied to academic programs).
 - c. Encourage students, faculty, staff and alumni participation in the Engagement Scholarship Consortium (engagementscholarship.org).
2. Systematically identify issues that matter
 - a. Use surveys, environmental scans and data to identify critical issues and opportunities.
3. Encourage involvement in Engagement, share best practices and build capacity
 - a. Small seed grants to support faculty and community leaders to communicate.
 - b. Annual conference/discussion/dialogue between UNL and communities to formalize what we have done and what we could do. Engage stakeholders, faculty, students, state agencies, etc.



Initial Action Steps

Strategy #5a (continued): Establish methods and practices of effective Engagement

4. Marketing

- a. Establish a central clearinghouse (and data hub/website to facilitate information sharing) for community members or groups looking for expertise or assistance (help new faculty who are not Nebraskans).

5. Define success

- a. Ask community groups to help define the metrics that would demonstrate our value to them (and help us evaluate faculty and staff performance).

6. Help college and departmental leaders build a knowledge and appreciation for effective Engagement.



Economic Development and Innovation Strategy #2

Intensify experiential learning

- Create “coalition” of capstone design teams to create hardware-based design projects at Nebraska Innovation Studio. Raikes, engineering, graphic design/new media business, CEHS or others. Have these teams meet at NIS at the same time and have them cross pollinate each other’s projects with their skills.
- Require students to take part in experiential learning, with the goal of 100% participation. This can include internships, capstone projects, study abroad opportunities, job shadowing, mentorship, networking events or skills competitions. Build state wide connections to assist with this
- Hold UNL sponsored RFP to create courses that involve industry engagement
- Map the entire University curriculum to understand where experiential learning is successful and model that behavior in all departments
- Assemble taskforce to promote student internships & mentorships
 - Promote internship opportunities in 200-level classes across campus
 - Recruit industrial partners across the nation
 - Tap alumni network to create mentorship program
- Elevate support for Nebraska Innovation Campus, Nebraska Innovation Studio, Industry Relations, and NUtech Ventures, all of whom are tasked with interactions with industry to create more experiential learning opportunities with industry partners
- Promote social intelligence as a major benefit of experiential learning



Campus Community Strategy #1

Create intentional career pathways and professional development programming for faculty and staff

- Determine what professional development opportunities currently exist for faculty and staff across campus
- Establish process for ensuring that every faculty and staff member has an individualized professional development roadmap
- Determine what incentives and rewards exist for faculty and staff that align with their career pathway
- Implement incentives and rewards to support outcome
- Conduct an in-depth study on faculty and staff mentoring/coaching at other Big Ten and R1 universities