



Operations and Infrastructure

The operations and infrastructure of the University are dynamically structured, optimized, and accessible to continually build excellence. We facilitate interactions, engagement, and innovation through technology, and physical and virtual spaces for the global Nebraska community of life-long learners.



Measures

Define baseline measures and establish benchmarks/goals along with monitoring and reporting for the following:

- Internal operations service standards
- Stakeholder/Customer service/satisfaction surveys
- Overall return on investment with target and trend
- Physical/virtual spaces and technology quality/performance standards
- Develop efficiency/productivity metrics, for example:
 - Student/Instruction support staff or costs per student FTE
 - Research support staff or costs per research dollars
 - Facilities support staff or costs per square foot
 - Employee retention
 - Total support costs per credit hour/student FTE/degree awarded



Strategies

- Engage key stakeholders to align organizational structure with 25-year vision
- Use resources intelligently with an emphasis on customer service and continuous improvement
- Incentivize actions that align with the goals and values of the University through transparent allocation of resources
- Empower decision making at the appropriate levels with the right people
- Use technology and physical/virtual spaces to connect learners wherever they are



Initial Action Steps

Engage key stakeholders to align organizational structure with 25-year vision

- Identify and work with key stakeholders
- Evaluate current structure in light of the 25-year vision and change to ensure alignment
- Develop a process for periodically evaluating organizational structure effectiveness



Initial Action Steps

Use resources intelligently with an emphasis on customer service and continuous improvement

- Form a working group to identify and prioritize key recurring operational support processes, functions, and/or areas on campus
- Develop a process for periodically evaluating and continuously improving key areas identified:
 - Gather input from internal and external customers on needs and experience
 - Conduct design thinking analysis to improve processes, systems and services
 - Implement improvements ensuring open communication, appropriate training, and effective change management
- Realign resources to optimize support for the campus



Initial Action Steps

Incentivize actions that align with the goals and values of the University through transparent allocation of resources

- Define benchmarks to measure what matters
- Identify and remove barriers to change
- Determine incentives to support behavioral outcomes
- Create a transparent and robust budget methodology to dynamically allocate resources



Initial Action Steps

Empower decision making at the appropriate levels with the right people

- Define the current decision structure
- Develop a framework to optimize decision-making
- Create a roadmap to communicate and implement changes



Initial Action Steps

Use technology and physical/virtual spaces to connect learners wherever they are

- Design/refine a flexible system for broadly imagining and identifying physical and virtual spaces and strategically matching them with needs
- Identify and work with key stakeholders to develop a policy to establish standards and guidelines for spaces such as classrooms and labs
- Perform regular needs assessments to identify trends, ideas and considerations for future spaces
- Collaborate within the NU System to systematically evaluate and enhance technology