

Memorandum

Date: September 5, 2017
To: UNO / Transition Advisory Council
From: CFAR / Jennifer Tomasik, SM, FACHE
Subject: **Executive Summary of TAC Efficiency Meeting**

This memo captures themes from key discussions, notes, observations, and materials from the fourth meeting of the Transition Advisory Council (TAC), held on Tuesday, August 29, 2017. The focus of the meeting was on efficiency at UNO, as seen from the perspective of the three pillars through which the TAC meetings are organized.

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Introduction

Purpose of the Initiative and the Transition Advisory Council (TAC)

As a reminder, the TAC is part of an overall effort for Chancellor Gold and other UNMC leadership to gain a deeper understanding of the strategic identity of University of Omaha, Nebraska (UNO). The TAC is also working towards discerning where UNO and the University of Nebraska Medical Center (UNMC) can enhance their alignment in ways that create value for the university, its communities, and the state of Nebraska, while making the most of the leadership transition at UNO.

The TAC's role in this effort is to identify and discuss the strengths, weaknesses, opportunities, and threats (SWOT) for UNO and its environment using the themes of growth, brand, efficiency, culture, and outcomes across the "pillars" of education, discovery, and engagement. TAC members have been carefully selected for their perspective and initiative, and grouped into the pillar structures according to their expertise and interest. The TAC is engaging in a series of participatory sessions to explore the implications of the SWOT throughout the summer and fall. While the focus of these sessions is on "the blatant truth" of UNO's current state, the intent is also to generate a "line of sight" in areas of opportunity and future focus for the campus and its relationship to UNMC.

Meeting Objectives

Specifically, the objectives of the Efficiency TAC meeting were to:

- ▶ Gain a 360° understanding of the strengths, opportunities, and challenges of UNO.
- ▶ Learn leadership team, faculty, staff, and community members' perspectives on the university's education, research, and public engagement missions.
- ▶ Develop working relationships with leadership and transition teams, allowing Chancellor to share his core values, expectations and leadership style.
- ▶ Focus on efficiency at UNO.

Approximately 30 members of the TAC were in attendance. The meeting evaluation survey had a 26% response rate. Based on those results, it appears that participants agreed that the objectives were met, and also that they enjoyed the interactive nature of an open discussion throughout the event.

Chancellor's Remarks

Chancellor Gold invited TAC members to attend the upcoming Transition Advisory Team (TAT) meeting on September 13. He remarked that, since early May, he has engaged in 149 meetings on the UNO campus with small groups of faculty, staff, and various student groups. While speaking about the intent of the TAC, the Chancellor highlighted a point in his presentation that read, "Engage the Transition Council and Team as widely as possible: Learn from the leadership, faculty, students, staff and community members' perspectives on the university's education, research, and public engagement missions." (*Please see the appendix for the full set*

of slides that were presented at the meeting.) He also reminded the group to continue this important work by facing the *blatant truth* and focusing on the *horizon*. Chancellor Gold then reminded participants of UNO's mission statement: "The University of Nebraska at Omaha is Nebraska's metropolitan university — a university with strong academic values and significant relationships with our local, regional, national and international communities that transforms and improves life."

Chancellor Gold briefly reviewed the findings from the last TAC meeting, which was focused on UNO brand. He reminded everyone about Erin Owen's great presentation about the importance of storytelling in conveying the UNO brand at every level. The Chancellor highlighted several additional points, including the importance of being consistent in branding, having a single identity, taking risks, exploring, serving, growing, being proud, addressing real issues, and providing students with the opportunity to be active members in the community.

Chancellor Gold also reviewed the overarching themes from the presentations in the Brand TAC meeting. Those overarching presentation themes were:

- ▶ The importance of storytelling
- ▶ Continued outreach and engagement are key
- ▶ Build on excellence
- ▶ Leverage value

Themes, ideas, and opportunities that surfaced in plenary conversations at the Brand TAC meeting were also mentioned by the Chancellor. The Educate Pillar discussion focused heavily on utilizing brand ambassadors. It was mentioned that UNO will need to identify the areas of focus that will best help it distinguish itself from other campuses. The Discover Pillar discussion focused on getting people to tell stories, particularly about the great research that is being done at UNO. The Engage Pillar discussion revolved around better utilizing social media, and encouraging everyone to be a brand ambassador for UNO. Chancellor Gold brought up the importance of having a 30-second elevator speech, and being passionate when telling others about what UNO is up to.

Chancellor Gold finished summarizing the Brand TAC meeting by reviewing his own and CFAR's reflections and observations. Those observations were:

- ▶ UNO has made great strides
- ▶ Storytelling is incredibly powerful
- ▶ Getting closer to the "blatant truth"
- ▶ UNO brand equals value
- ▶ Diversifying the message on brand
- ▶ Unlimited, untapped opportunity

The Chancellor concluded his opening remarks by reviewing the objectives and agenda for the day's meeting on efficiency.

Themes Across the Pillar Group Presentations on Efficiency

Three subcommittees—on Educate, Discover, and Engage—presented their analyses for discussion to the full TAC (complete versions of the presentations are included in the appendix). Some overarching themes emerged among the three areas, including:

- ▶ *Clear communication is crucial*—There was a strong sense that people felt the need to communicate more often and more effectively, both internally and externally. TAC members noted the existence of silos and the lack of communication between colleges. There was also a strongly voiced need for improved communication regarding the prioritization of the key messages and initiatives. In terms of external communication, it was noted that the communication department has done a great job of beginning to tell the UNO story, and continuing to do this will be very important.
- ▶ *Better use of data and metrics for decision-making is needed*—Across the presentations, there was a sense that better use of data and metrics for decision-making both within and across colleges and campuses is needed. TAC members expressed a desire to have clear conversations about efficiency, including identifying metrics, goals, and strategies. Along with the better use of data comes clear and effective communication that translates the data into useful information.
- ▶ *Lean does not equal efficient*—It was clear across each of the presentations that being “lean” is not the same as being “efficient.” Focus is required to ensure that limited resources are being used to invest in clear priorities. TAC members were conscious of the fact that if things are added to UNO’s plate, that they should also take a close look at what should be removed.
- ▶ *Great potential exists in partnering with businesses*—A major theme across all efficiency conversations was the importance of building and leveraging partnerships within the business community. TAC members felt like there were many ways to further partner with businesses for service-based learning, faculty and staff partnerships with research and collaboration, and strengthening applied research opportunities.

Themes, Ideas, and Opportunities Surfaced in Plenary Conversations

After each presentation, TAC members engaged in small group discussions at their tables to explore the following questions:

- ▶ What, if anything, surprised you about what you heard?
- ▶ What, if anything, did you expect to hear that you did not?
- ▶ What do you believe are the two to three biggest opportunities for UNO to enhance efficiency to the benefit of the students, the university, and the community as a whole? Why?

The following are highlights from the conversations.

► **Educate**

- The discussion following the Educate Pillar presentation focused on a variety of different areas. One table mentioned that they talked a lot about metrics and how UNO has helpful metrics in some areas, but that it lacks sound metrics in others. They also brought up silos, and the lack of awareness about available metrics in other colleges and departments. Another table referenced the importance of prioritization, with an emphasis where UNO should “double down” and where things should be taken “off the plate.” Other highlights from this discussion included making the faculty and meeting systems more efficient, thinking more about opportunities to improve efficiency in international programs, trying to further enhance communications (e.g., magazine, social media, and email), making sure that ample thought goes into establishing class sizes, and ensuring that UNO is making the most out of available resources.

► **Discover**

- One of the main areas of discussion in the Discover presentation was the importance of creating a shared definition of what discovery includes beyond traditional research. What does creative discovery mean for an institution like UNO, and how can we best articulate it to further advance discovery? It will be important to show the unique range of research that is being done. Another highlight from the presentation focused on the great job that UNO is already doing with student internships, which is very attractive to students. However, that same table brought up the need to be more timely in offering scholarships. Many institutions offer scholarships as early as January and February, which creates a challenge when it comes to recruiting for UNO. It was also mentioned that the research culture is important. Some of the best ideas for research have come from younger faculty members, so it is important that they know their ideas will be brought to the table and truly listened to. Other highlights from the discussion included opportunities that exist with deeper engagement with businesses and how the grant funding process can be slow and bureaucratic.

► **Engage**

- One highlight that seemed to surprise many TAC members was the recent engagement survey finding that 50% of UNO employees currently self-report as being “engaged.” There was a strong request to better understand the cohort of individuals who are “contributing” (31%) to learn what more can be done to engage them. Other highlights from the discussion included surprise that UNO does not have stronger awards and recognition program for staff and how advocates of UNO can be used to further focus the brand.

CFAR's Observations

As we have reflected on what we heard, these ideas feel most important to share:

- ▶ *Lean doesn't equate to efficient*—We want to underscore the point that was made early on during the meeting—being lean does not necessarily mean that you are also being efficient or effective. Whether it's through existing or new resources, UNO needs to better communicate priorities and align resources in ways that advance those priorities. This will enhance both efficiency and effectiveness.
- ▶ *Clear communication*—The need for clear communication, both internally and externally, was something that was mentioned throughout the presentations and plenary discussions. The more siloed you are, the less effective and efficient you will be. While UNO does have a strategy, a vision, priority initiatives, etc., we heard from TAC members that there is a strong need to more clearly communicate those priorities.
- ▶ *Better use of data for decision-making is needed*—It was clear that enhancing the use of data for decision-making and streamlined processes permeated discussions throughout the meeting. From what we heard, metrics often exist, but they may not be well known or available across colleges in ways that would improve data-driven decision-making. Opportunities clearly exist to share data and more actively use it.
- ▶ *Collaborating in a coordinated way with businesses*—TAC members acknowledged their desire to make a more concerted effort to collaborate with businesses. There is huge potential in the business community, and collaborating with businesses in a coordinated way is an opportunity worth seizing to advance discovery, internships, and future employment, among other benefits.
- ▶ *Cross-collaborative culture*—Culture was raised in many of the presentations and discussions. CFAR thinks of culture as “the way we do things around here”—in other words, how people behave shapes an organization's culture. When an organization wants to adapt its culture, it can look to places inside that are already exhibiting the “new culture” in some way. We heard at this meeting the need to infuse more collaboration into UNO's culture, and recommend that you find the places where your institution is already collaborating in ways that you would like to see more of in the future. You can learn from these examples to further shape and spread collaboration practices and behaviors across UNO.

Concluding Remarks

The Chancellor commended the TAC for their presentations, noting it was one of the best sessions to date. He acknowledged that the discussions are getting closer to the “blatant truth,” which is critical for a strong, transparent relationship. He left the TAC members with three of his own themes from the session:

- ▶ *Lean does not equal efficient*—If UNO is efficient, it does not necessarily mean that it is effective. You can work on the scope of resources you have access to, but that does not mean that you are going to then be more efficient or more effective. Silos and the ability to work together directly connects to efficiency. The more siloed UNO is, the less effective and efficient it is, and it means less collaboration is taking place.

- ▶ *Flexibility and timeliness are important*—Chancellor Gold noted that UNO has to be more flexible in being more efficient. He noted that UNO is a rule-abiding institution, but that it is key to have the flexibility to deal with a \$200,000 grant and a \$5,000 grant differently, for example.
- ▶ *Strategies must be prioritized and communicated*—Further efficiency will come with a clearer sense of prioritization, and those priorities have to be communicated effectively. There is a university strategy and vision in place, but it has not yet been communicated as clearly or as consistently as it should be.

Chancellor Gold also shared what he jotted down, and took away after each presentation:

- ▶ *Educate*—We are lean, we are efficient. If better metrics were in place, it would allow for greater efficiency.
- ▶ *Discover*—More relationships with businesses across the spectrum of research and scholarship, as well as better communication. The Chancellor noted that “adding the button” to the website will be helpful, but that there is a lot more that can be done to enhance communication.
- ▶ *Engage*—Chancellor Gold acknowledged that when he first thought about engagement with regard to efficiency, he was thinking about it externally. However, the session made him think more about the importance of internal engagement. He noted that if you are going to focus externally, you must focus internally first. If UNO is going to be known for community engagement, it must have strong engagement internally as well—there is a lot that can be learned from one another.

UNO One-Minute Essay Themes

From TAC Meeting—Efficiency—August 29, 2017

We summarized the responses to the one-minute essays thematically, followed by direct quotes pulled from the essays. They are organized by question on the following pages.

1. What are one or two insights you had in this session about efficiency at UNO?

► *More data-driven decision-making is needed.*

- Need to leverage and build on internationalization opportunities. UNO has the data and it should be shared more at their meetings and subcommittees. We need this data to do a better job of analysis. Data should be available before we meet and report.
- I was surprised at some of the inefficiencies mentioned that I have experienced, but have not necessarily reflected upon. Principally, I identified with the inefficiencies mentioned regarding grant funding as well as the difficulty in finding data/metrics to support or report on teaching, research and engagement activities.
- We are too strong—driven in decision-making versus data-driven—data reveals different truths we need to grasp. We also need to get past the same few “star” success stories, and support success based on data and results!
- Data driven—excellent final reports

► *There is a need to communicate UNO’s priorities.*

- There is a problematic lack of clear priorities around the university’s future, growth, research, funding, engagement, etc.
- We’re doing an awful lot of good things vs. “needs to do.”
- Prioritize goals around data-driven metrics.
- Priorities are needed: are we still growing enrollment to 18,000-20,000? Then keep the eye on the ball and ignore shiny toys distracting UNO.
- 1) Low staff engagement. 2) Lean, lean, lean. 3) If you add something what do you take away do something new what do we stop doing.

► *Opportunities exist to align staffing needs with clearer priorities.*

- UNO has lean staff – without clear priorities we continue to strip gears and have a scattered end project.
- There is a common thought about the cons of having too many part-time faculty.

► *Enhancing collaboration and focusing on internal engagement are critical for future success.*

- Not as much internal collaboration between colleges in efficiency, e.g. recognition programs, etc.
- Important – make engagement inside the organization as much of a priority as the external engagement priorities. Need to see internal data by college and unit.

► *Streamlining bureaucracy can make things easier for stakeholders (e.g., faculty, staff, students)*

- Seems that we feel there are too many barriers to maximum efficiency. Too much bureaucracy for faculty and staff; we don’t make it intuitive to be a student.

- Cumbersome research grant process was more of a problem than I first thought.
- Decentralization is a double-edged sword: 1) Good when it means rapid decision-making, encouraging research and engagement excellence, and getting out of people's way. 2) Bad when it means duplication of expenses, confusion about different procedures and goals, uneven application of resources.
- We do *a lot more* with *less* than our sister institutions.
- ▶ *There was strong agreement that "lean" does not equate to "efficient."*
 - Lean doesn't equal efficient and does not equal effectiveness.
 - Inefficiency arises from a lack of leadership and/or communication.

2. What are one or two things we need to do to further enhance efficiency?

- ▶ *Similar to responses in question one, TAC members reported that UNO could do more to communicate priorities.*
 - Establish university wide priorities that are informed by and are relevant to all university constituents.
 - We need to plan, process, and implement better...priorities.
 - Prioritization of communication messages...Prioritization of resource allocation.
 - Pick a few key goals to organize our actions: BA retention? Academic excellence? Raw numbers of reenrollment?
 - Clear prioritization of UNO's decision outcomes (leadership)
 - Communication of prioritized goals is important.
 - Completely understand what a metropolitan university means and relentlessly apply its meaning to UNO and be the best in country/world
- ▶ *Again, similar to responses in question one, TAC members reinforced the need for data-driven decision-making and a clear set of available metrics to help measure performance.*
 - Be more data-driven in our measurements of faculty and staff performance and value, and hold employees accountable, e.g. performance reviews, promotions, etc.
 - Better communicate UNO metrics to make them more accessible and useful.
 - Data needs to go to the Dean level on employee satisfaction survey.
 - We need to be more data driven and prioritize our outcomes and allocation of resources.
- ▶ *Greater focused is needed on enhancing internal engagement (staff/faculty).*
 - We need to plan, process, and implement better...engagement...staff/faculty allegiances to UNO
 - Engage staff and recognition to increase 50% staff morale. People like to see their name and or picture in print (Find ways to continue to recognize staff at every level).
 - We need to look at the internal engagement, and especially for adjunct and instructor level faculty.

- Underscore Chancellor's comments regarding analyzing the internal evolutions before moving to the outside community.
- Engagement internally is key for all pieces (culture, goals, retention, etc.).
- We have to improve the faculty engagement stat. 6% hostile is a cancer to any organization, and we have to find ways to improve that number.
- Equity in faculty compensation is essential. Currently, too many faculty are unhappy with their salaries.
- Celebrate accomplishments.
- ▶ *TAC members also emphasized the importance of external engagement.*
 - Develop action items focused on engagement indicators both inside/outside UNO.
 - Tap into retirement community to help engage...Reenergize alumni association to help with engagement.
 - Provide support to donors to simplify contract and grants.
 - Tap the alumni resource for telling story and supporting further engagement.

3. What didn't we talk about that we should have discussed?

- ▶ *TAC members expressed the need to have a conversation about retention and graduation rates.*
 - Still would like to see more discussion about what we need to do to improve retention and graduation rates – a key measure of efficiency what should we be doing to make this a better place to be a student?
 - Graduation rates – what does it mean in the context of value? 2) What is being done to improve the rates?
 - We look efficient regarding good rates, yet we know that many students move on and degrees elsewhere.
 - Improving "customer service" component of student engagement.
- ▶ *TAC members think that there should be a conversation on the Foundation and its connection to the campus and alumni.*
 - What is the role in the foundation regarding the evaluation of efficiency and collaboration. It is very clear as has been communication in previous sessions there is very little strategy building between campus and foundation.
 - Alumni – no foundation role – not optimized in current structure.
 - Foundation vs UNO relationships to increase efficiency.
- ▶ *There are perceived inefficiencies in community engagement that were not discussed.*
 - I really appreciated the engagement pillar's presentation on faculty/staff and student engagement, but there are also issues of inefficiencies in community engagement that we did not have an opportunity to discuss.
 - Improving "customer service" component of student engagement.
 - How can the community assist UNO? What kind of engagement? Internal and external engagements.

- UNO Leadership/faculty need to work at getting to know community members
- Community members and donors are watching “people want to build on success” – need more positive communication externally.
- Need more ways to get faculty on community boards

► *There were also some fiscal concerns that people hoped to discuss.*

- Adjunct reliance: special experts are an enhancement, over-worked people teaching 5 classes each semester at 2 schools are not as efficient for our goals (any of the possible goals). Lean doesn’t equal efficient; efficient doesn’t equal effective, which means chancellor Gold’s point here is key.
- We will want to revisit the “strategic” approach to grants. The money is nice, but a small grant discounted from overall goals of faculty or UNO in general may not be helpful.
- Efficiency doesn’t necessarily mean easy. There is opportunity to be more fiscally responsible. Resources are limited and we need guidance on priority balanced with accountability of making decisions.

► *Other comments included...*

- Community members and donors are watching “people want to build on success”—need more positive communication externally. UARC—NSRI—missing in the conversation. Need for more autonomy/authority for chairs and directors. Some colleges are more heavy-handed. Increase in courtesy appointments across campus to increase collaboration. Totally agree on need for more internal engagement and development for staff and faculty. Research presentation could have used more data to back up their comments and points. I don’t agree with many of the points but I do recognize this is their perception. My perception is there are some biases in this subcommittee based on membership. There is substantial collaboration on research grants at UNO. I think the data should be analyzed if this really is a weakness. Need to explain more why the committee said there is lack of expertise of research for young faculty and established faculty. What data is there that supports turnover of faculty? Need more ways to get faculty on community boards.
- Competition between UNO and UNL across the three pillars and opportunities to collaborate across campuses.
- We covered more than we can accomplish and even digest. How can the community assist UNO? What kind of engagement? Internal and external engagements.
- Not much
- *Early* scholarship offers to students and *early* advertising for faculty positions. What *prevents* this? Adjunct reliance: special experts are an enhancement, over-worked people teaching 5 classes each semester at two schools are *not* as efficient for our goals (*any* of the possible goals). Lean doesn’t equal efficient; efficient doesn’t equal effective, which means chancellor Gold’s point here is key.



UNIVERSITY OF NEBRASKA AT OMAHA





UNO TRANSITION ADVISORY COUNCIL





UNIVERSITY OF NEBRASKA AT OMAHA

UNO TRANSITION ADVISORY COUNCIL

TRANSITION

MEETING IV - August 29, 2017

GROWTH, BRAND, **EFFICIENCY**, CULTURE, OUTCOMES



UNO TRANSITION ADVISORY COUNCIL

COLLEGES

INSTITUTES

CENTERS

BUSINESSES

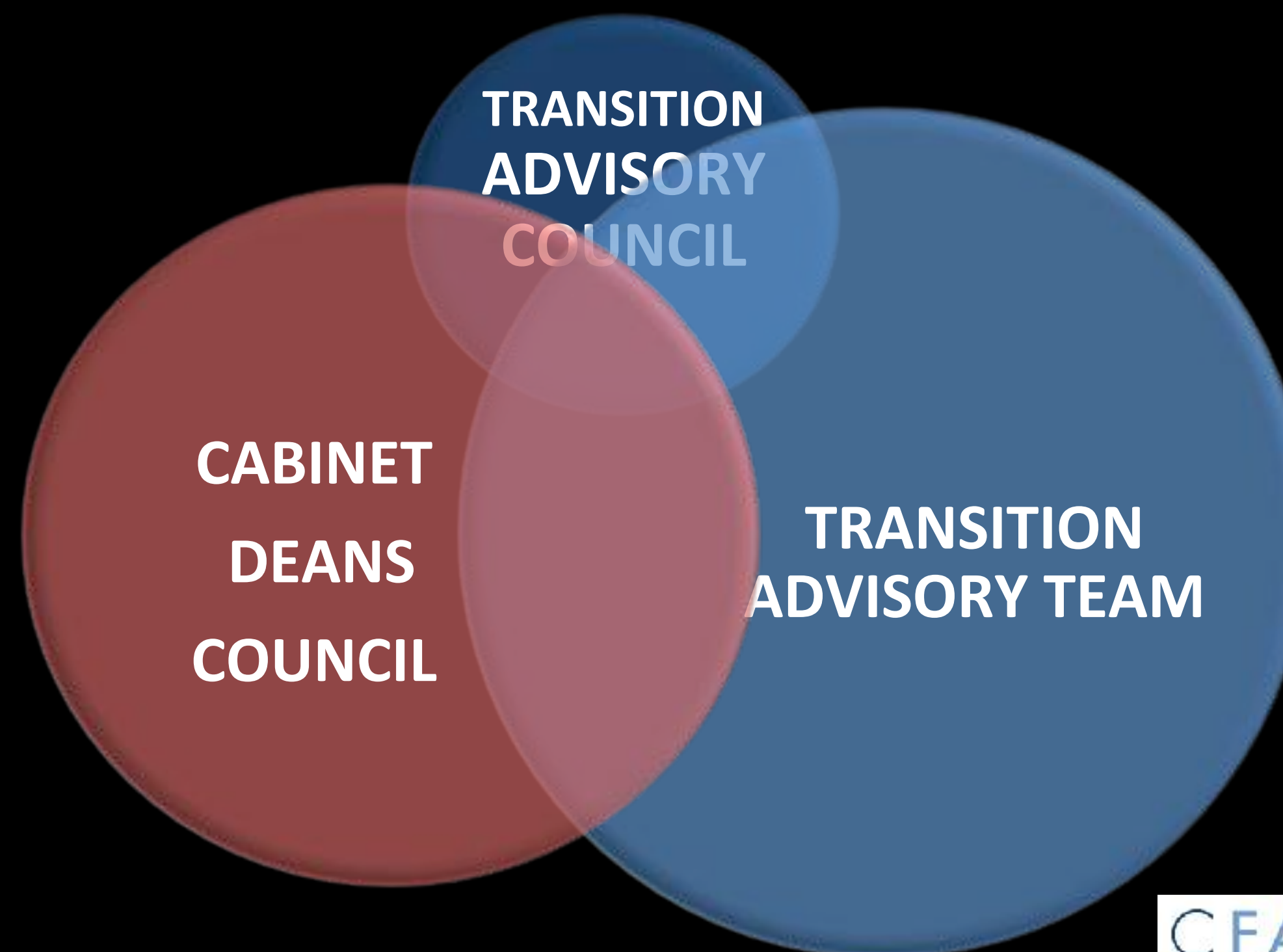
AUXILIARIES

ATHLETICS

AFFILIATES

COMMUNITY

ADMINISTRATION

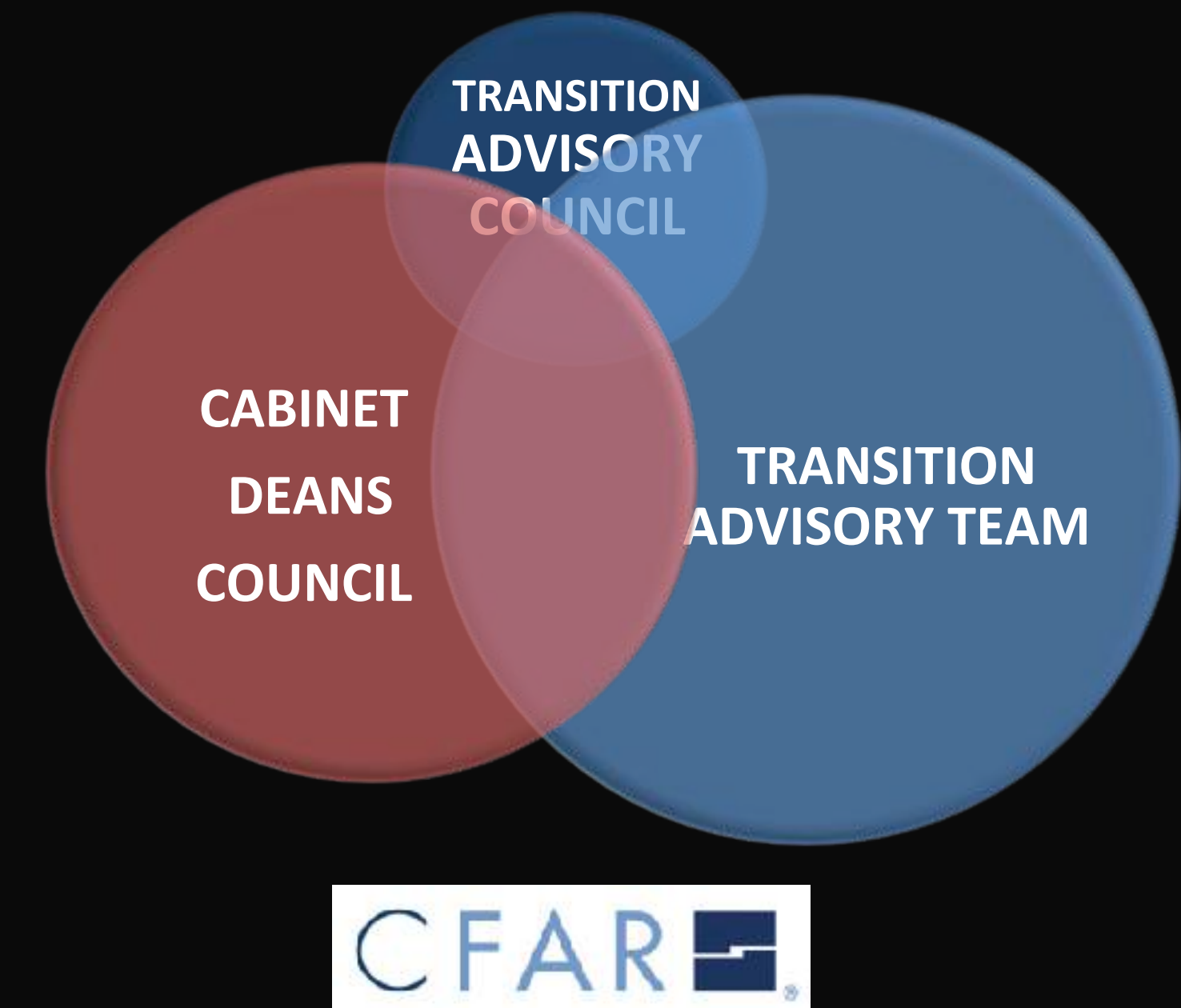




UNO TRANSITION ADVISORY COUNCIL

The intent of this transition plan is to help:

- o Gain a 360° understanding of the strengths, opportunities and challenges of UNO in a methodical and expeditious manner.
- o Use regular and strategic meetings with the Chancellor's leadership teams (Vice chancellors, associate chancellors, deans and advisory team members) to help Chancellor gain a deep understanding of UNO
- o Engage the Transition Council and Team as widely as possible: Learn from the leadership, faculty, students, staff and community members' perspectives on the university's education, research, and public engagement missions.
- o Develop working relationships with leadership and transition teams, allowing Chancellor to share his core values, expectations and leadership style.



**Always face the blatant truth
Always focus on the horizon**



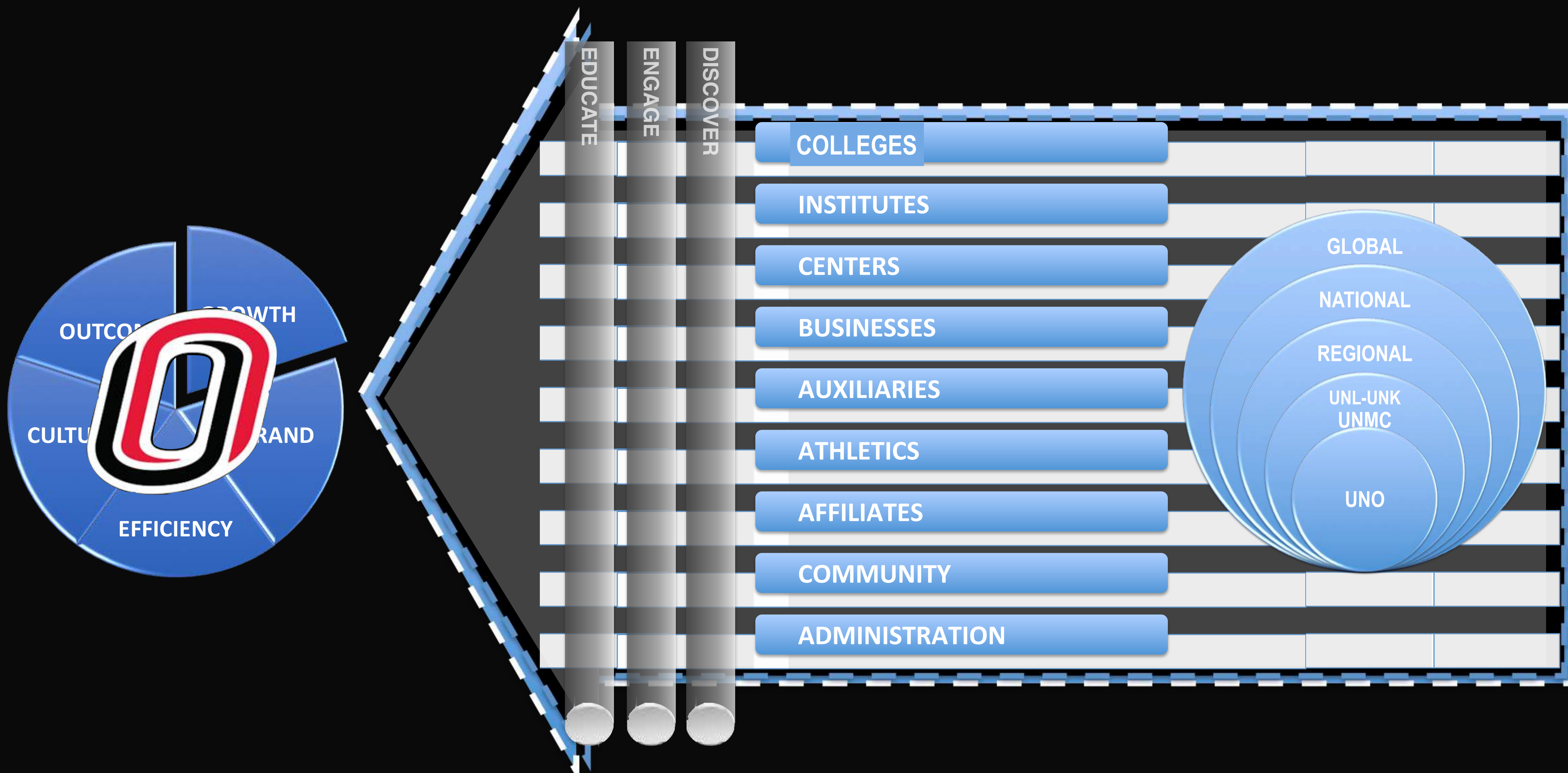
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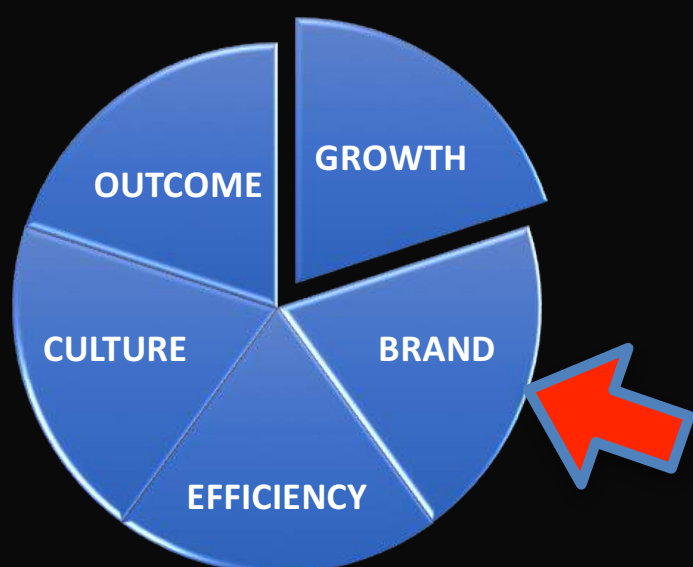
MISSION

The University of Nebraska at Omaha is Nebraska's metropolitan university — a university with strong academic values and significant relationships with our local, regional, national and international communities that transforms and improves life.



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BREAKOUTS

The Importance of Brand in Higher Education

Ms. Erin Owen, Executive Director and Assistant to the Chancellor, UNO University Communications gave an overview of the increasing importance of brand in higher education. She cited a 2014 study that showed branding in universities is somewhat of a new phenomenon. She spoke to the importance of the marketing department and their **role in telling the story of who UNO is at every level.**

Ms. Owen noted the importance of being **consistent in branding**, and having a **single visual identity.**

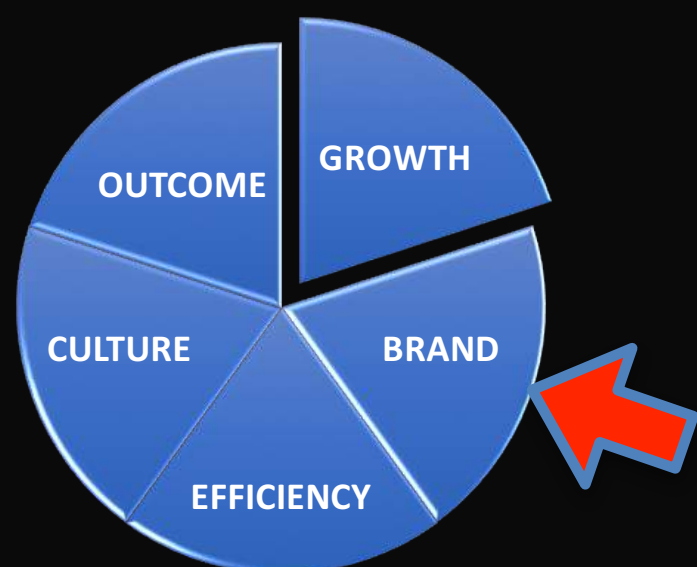
Ms. Owen described two different mantras that are central to UNO's brand. The first was about **being individuals: taking risks, exploring, serving, growing, being proud**, etc., and how all of those characteristics are ones that a Maverick possesses.

The second mantra is in regard to the university or campus. This mantra talks about how UNO is dedicated to **addressing real issues and providing students with the opportunity to be active members in the community.**



Themes Across the Pillar Group Presentations on Presentations Brand (1)

UNO Transition Advisory Council



BREAKOUTS

Three subcommittees—on Educate, Discover and Engage—presented their SWOT analyses for discussion to the full TAC. Some overarching themes emerged among the three areas, including:

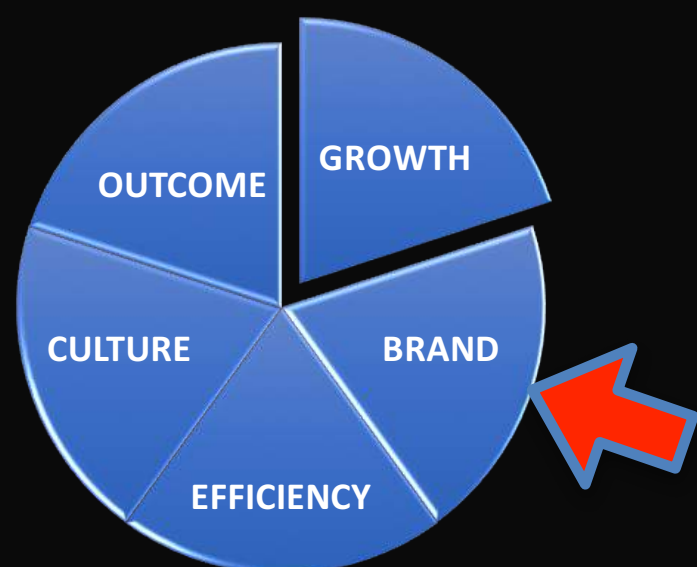
Importance of storytelling—There was a strong sense that people felt the need to continue to build one clear, concise message or story about the value that UNO has to offer. It was acknowledged that perhaps effective storytelling has been largely absent at UNO to date, but that in order to thrive in the future, crafting one clear message that people can build on by reaching out to alumni and students is crucial. Telling stories and sharing experiences are vital in communicating the UNO brand.

Continued outreach and engagement are key—While strides have been taken to improve UNO's public perception, there is still work to be done. Being brutally honest with one another about UNO's public perception will be critical to continuing to improve it going forward. It was pointed out that engaging with alumni, current students, prospective students, faculty/staff, and the community would help clarify and strengthen the UNO brand.



Themes Across the Pillar Group Presentations on Presentations Brand (2)

UNO Transition Advisory Council



BREAKOUTS

Three subcommittees—on Educate, Discover and Engage—presented their SWOT analyses for discussion to the full TAC. Some overarching themes emerged among the three areas, including:

Build on excellence—UNO must continue to change the narrative of the past. Examples of past UNO stereotypes were given, including: “limited budget/resources for brand promotion”, “it’s a commuter school”, “school of last resort”, and “University of No Opportunity”. TAC members pointed out that in order to correct these false stereotypes, marketing and branding must be a priority. With more research and resources, UNO has the potential to craft a strong, concise brand that continues to build on its excellence.

Leverage value—A major theme across all brand conversations was the importance of building and leveraging value as part of the brand. Value is different than “inexpensive” or the “low cost option.” Value represents quality over cost—and this is the thinking that TAC members believe is critical to UNO’s brand differentiation.



Themes, Ideas, and Opportunities Surfaced in Plenary Conversations

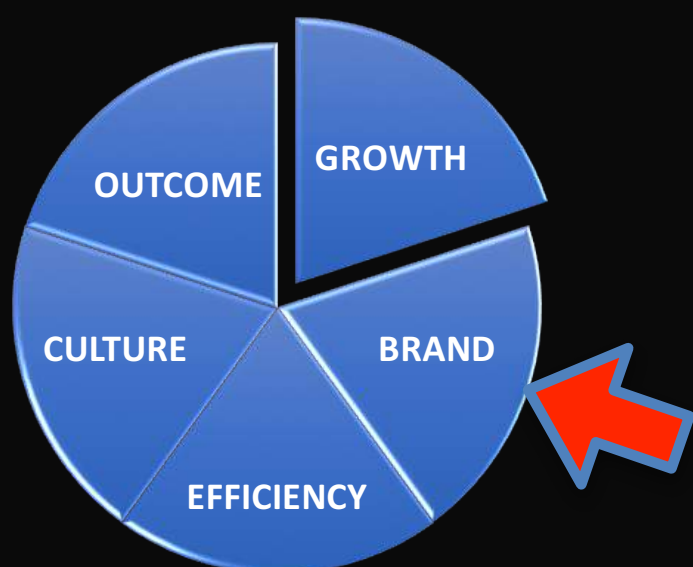
Table discussions raised clarifying questions and suggestions. The following are highlights from the conversations, focusing on how to remove barriers and support UNO's brand. The three table discussion questions were:

1. What are our biggest assets regarding the UNO brand?
2. What are our biggest challenges?
3. What are our largest opportunities to strengthen our brand?

Educate Pillar

- The discussion following the Educate Pillar presentation focused heavily on utilizing brand ambassadors. It was mentioned that UNO will need to identify the areas of focus that will best help it distinguish itself from other campuses. There was also a lot of discussion around telling the stories of students and alumni: "Did they get a job?" "Is it high paying?" Getting young people engaged and having their stories covered by the media will help improve the perception of the brand at UNO. Taking advantage of a social media strategy to spread these stories—beyond traditional print media—will also be important. TAC members can serve as brand ambassadors today!

UNO Transition Advisory Council

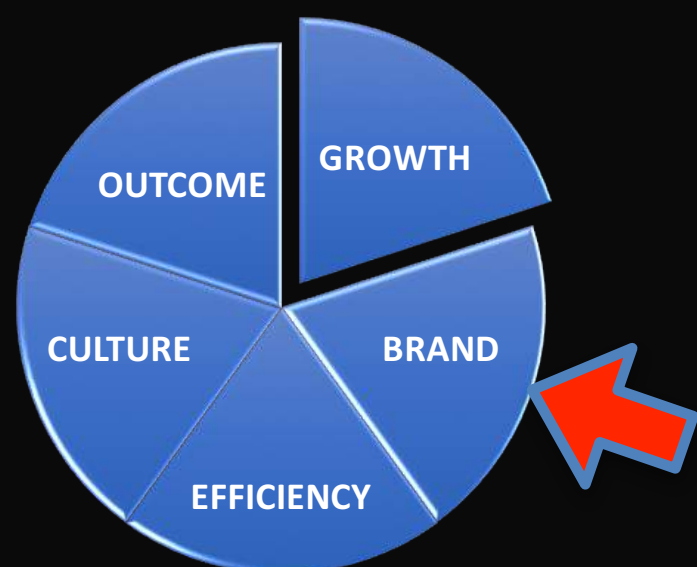


BREAKOUTS



Themes, Ideas, and Opportunities Surfaced in Plenary Conversations (2)

Table discussions to raise clarifying questions and suggestions. The following are highlights from the conversations, focusing on how to remove barriers and support UNO's brand:



BREAKOUTS

UNO Transition Advisory Council

Discover Pillar

- The importance and value of telling stories of the great research that is being done on the UNO campus is something that was highlighted in the discussion. People in the community and around Nebraska are largely unaware of the research that UNO faculty are doing. There was a suggestion to train faculty to engage with the media to get their stories out to the public. There are a number of high-performing, nationally ranked faculty and programs at UNO—it will be important to communicate and increase the awareness.

Engage Pillar

- The importance of increased publicity and coverage was again brought up. One suggestion that arose was to get more involved with social media as a way to engage with millennials more effectively. There was also mention of the leadership perception at UNO, and how everyone, not just Chancellor Gold, is responsible for strengthening public perception by working to build trust and reorient beliefs over time.



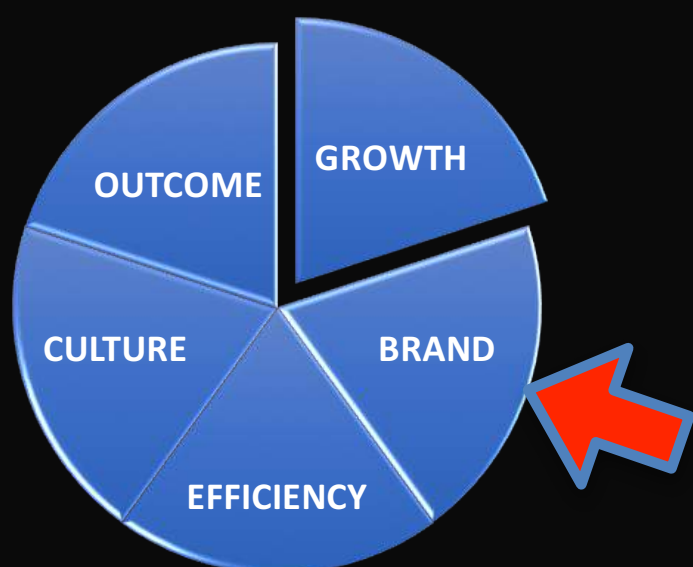
CFAR's Reflections & Observations

As we have reflected on what we heard, these ideas feel most important to share:

UNO has made great strides—It is clear that communications has made great strides shifting the public perception of the campus. While continued work to strengthen and communicate the brand is essential, your ideas about cultivating brand ambassadors has incredible potential and you can get started quickly.

Storytelling is incredibly powerful—We agree that stories should be central to conveying the UNO brand—creating awareness about the value you offer, diversity you bring, and work you are doing to contribute to the community and beyond. Many stories can flow from the core of UNO's brand identity.

Getting closer to the "blatant truth"—The quality of the conversations and questions felt like TAC members were getting to the heart of key issues on brand. Being clear with each other about the realities of your situation—no matter the topic—is critical to promote direct, respectful talk on topics that will shape the future of your institution. We look forward to continued conversations in this vein.

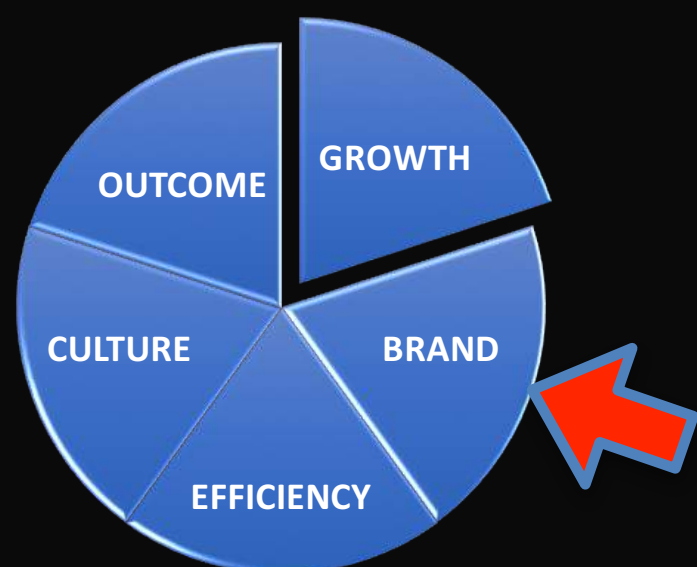


BREAKOUTS



Chancellor's Concluding Reflections

UNO Transition Advisory Council



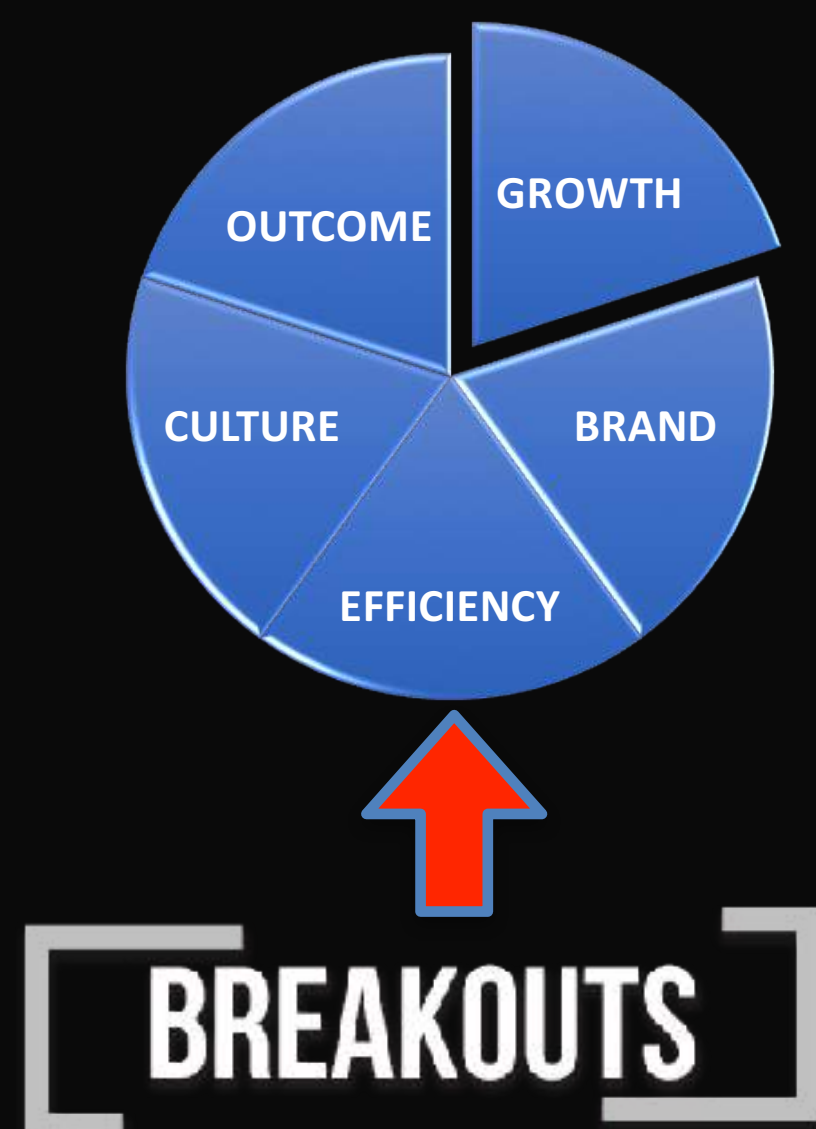
BREAKOUTS

TAC presentations are engaging in frank discussions on the challenges and opportunities facing UNO. The discussions are getting closer to the “blatant truths” which is critical for a strong, transparent relationship. There were three themes from the session:

UNO brand equals value—UNO offers incredible value for academic achievement, experience, and opportunities for students who can go everywhere.

Diversifying the message on brand—There is more work to be done on thinking about where the audience is and how UNO is using them. Rather than always coming back to a single point of pride, it would be beneficial to diversify the elements of the brand message.

Unlimited, untapped opportunity—There are countless individuals who can serve as brand advocates and help tell the UNO story. UNO can provide these individuals with an elevator pitch and get them going to increase brand recognition. It is clear that harnessing the force of our ambassadors is a huge and important opportunity for UNO.



Meeting Objectives for Today: **EFFICIENCY**

Gain a 360° understanding of the strengths, opportunities and challenges of UNO.

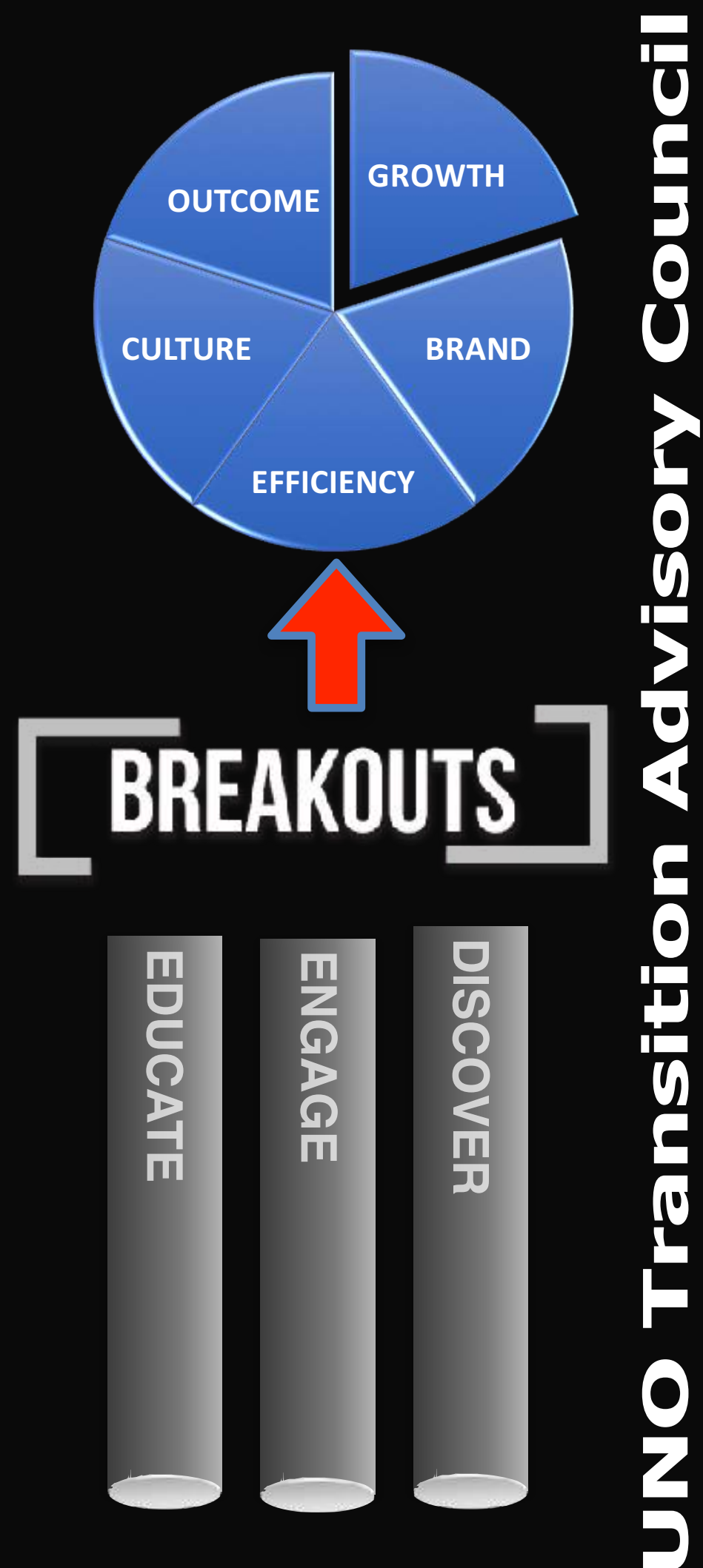
Learn leadership team, faculty, staff and community members' perspectives on the university's education, research, and public engagement missions.

Develop working relationships with leadership and transition teams, allowing Chancellor to share his core values, expectations and leadership style.

Focus on efficiency at UNO



Today's agenda



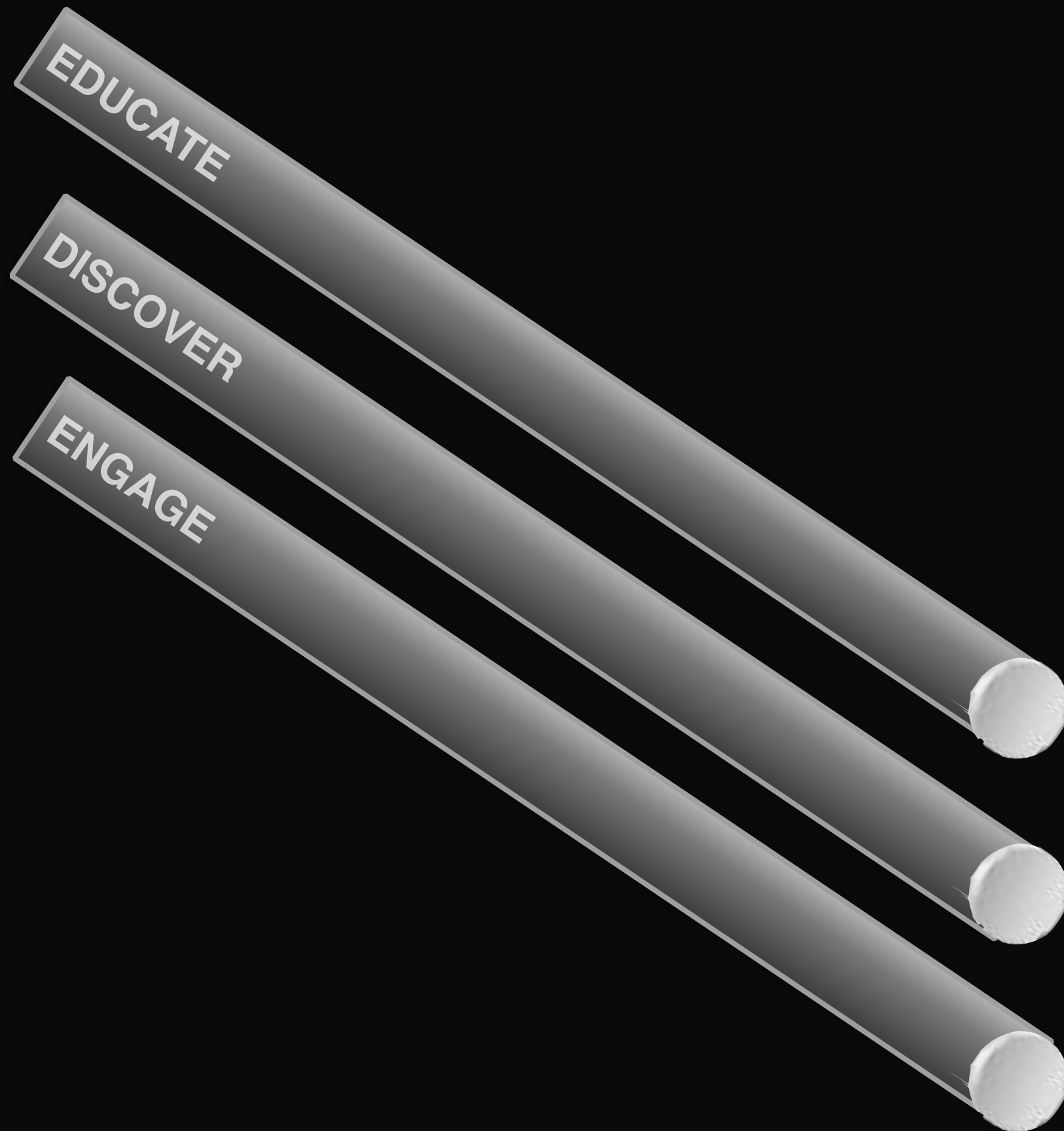
1	7:30 - 7:40 AM	Arrival & Welcome
2	7:40 - 7:50 AM	Purpose and Overview of the TAC Meeting
3	7:50 - 8:30 AM	Presentation by Educate Pillar Sub-Committee, Followed by Discussion at tables and full group
4	8:30 - 9:10 AM	Presentation by Discover Pillar Sub-Committee, Followed by Discussion at tables and full group
5	9:10 - 9:50 AM	Presentation by Engage Pillar Sub-Committee, Followed by Discussion at tables and full group
6	9:50 - 10:00 AM	Reflections & Closing, The One Minute Essay



PILLAR PRESENTATION DISCUSSION ON EFFICIENCY



EDUCATE PILLAR PRESENTATION
DISCOVER PILLAR PRESENTATION
ENGAGE PILLAR PRESENTATION





PILLAR PRESENTATION DISCUSSION ON EFFICIENCY

Please discuss the following questions in your table groups

1. What, if anything, surprised you about what you heard?
2. What, if anything, did you expect to hear that you did not?
3. What do you believe are the 2-3 biggest opportunities for UNO to enhance efficiency to the benefit of the students, the university, and the community as a whole? Why?

- ▶ Please capture your full discussion on these questions and be prepared to share one answer to each question with the full group.





Reflections on the day: One-minute essay

Take a minute to jot down your answers to the following questions:

Question 1

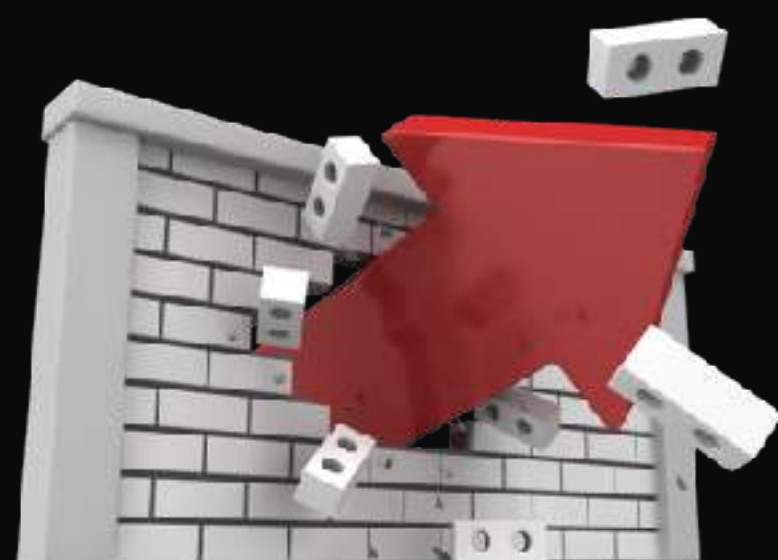
What are 1 or 2 insights you had in this session about our efficiency at UNO?

Question 2

What are 1 or 2 changes we might make to improve our efficiency at UNO?

Question 3

What should we talk about that we have not regarding our efficiency at UNO?

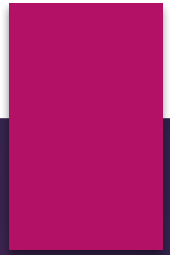




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Education & Efficiency Pillar





Definitions

- ▶ Efficiency: combination of inputs that produce a given output
- ▶ Optimal efficiency: no superior combination of inputs exists which can produce a given output



Questions

1. “Does a superior combination of inputs exist which produces the same or better outcomes?”
 - a. Alternatively, “Can we do this better?”
 - b. In this instance, cost neutral or even more expensive methods of production might be more desirable than the current process.



Questions

2. “Can the institution utilize less expensive methods of production without diminishing outcomes? Or, at least not diminishing them too much?”
 - a. “Can we do this cheaper?”
 - b. This question implies that the cost of inputs must be reduced even at the risk of diminished outputs.



Strengths

- ▶ We utilize our instructional resources (faculty and staff) and our facilities as efficiently as possible
- ▶ Cost per student is lower than our peers
- ▶ Debt load of our students is less than our peers**
- ▶ We are an established institution with low turnover of staff and faculty reducing costs
- ▶ We have added new technology and software to help manage student admissions, enrollment reducing delay and response



Strengths

- ▶ Despite resource limitations, UNO has been able to build some distinctive programs and successful in leveraging private funds
- ▶ Low SCH/FTE ratio - Faculty teach high number of classes directly impacting students
- ▶ Graduates indicate that their education led to employment at a lower cost than going to another institution
- ▶ Potential to use Courseleaf to coordinate interdepartmental offerings
- ▶ Efficiency has occurred on how faculty can balance teaching and research

Strengths

- ▶ Tuition among lowest in our region while campus educational programs remain of high quality***
- ▶ Students have relative low educational debt compared with other institutions**
- ▶ We also strive for efficiency in the delivery of course content
- ▶ Graduate rates continue to improve ****
- ▶ Dedicated faculty and staff helps improve retention
- ▶ High efficiency of facility use
- ▶ Growing availability of scholarship support (*) lowers student costs
- ▶ We leverage community resources in the classroom and in improving student learning experiences



Weaknesses

- ▶ Rely too heavily on adjunct faculty in certain disciplines increasing faculty non-teaching workload
 - Do not efficiently use talented and skilled adjunct faculty in upper level classes
- ▶ CLSS system is not currently user friendly as it relates to reporting and updating information
- ▶ Lack communication within campus in moving students/faculty/staff from one campus to another in timely manner costs time
- ▶ Onboarding new faculty when not in personnel system reduces ability to access services



Weaknesses

- ▶ Organizational barriers make it difficult to be efficient in coordinating across departments and programs
- ▶ Length of time to create new degree programs
- ▶ Need to continue to improve eliminating closed classes so that students can easily progress toward graduation



Opportunities

- ▶ Great opportunities to collaborate with other campuses (e.g. new programs – online learning) increasing access and lowering costs
- ▶ Potential to grow in certain fields (e.g. biology) increasing access to more students
- ▶ Pathways to tenure to allow of more diversity of strengths of faculty (research, instruction)



Opportunities

- ▶ Unrealized program partnerships with UNMC
- ▶ Leverage existing enthusiasm, love of campus, resourcefulness, and creativity to achieve mission and goals
- ▶ Demographics of Omaha can improve student support and grow recruitment
- ▶ Philanthropy in Omaha allows for more resources to improve student growth at lower cost
- ▶ Wonderful facilities allow new uses to benefit students/faculty/staff



Challenges/Threats

- ▶ Higher Ed competitors are crowding the market with cheaper or faster programs including on-line programs
- ▶ Have limited incentives to grow culture of risk-taking and creation of risk aversion



Challenges/Threats

- ▶ Software may create negative culture but also increase efficient support for admissions, enrollment, course scheduling etc.
- ▶ The implementation of new software systems, including the possible merger of systems with UNMC, has the potential to make things inefficient
- ▶ Excessive reporting and documentation requirements for accreditation and assessment




Challenges/Threats

- ▶ Budget uncertainty
- ▶ Growing view higher education is broken and leads to increased view that college is not a value proposition any longer
- ▶ Employers lack of differentiating quality of degrees offered by differing higher ed. institutions.



Challenges/Threats

- ▶ Diversity of student population outgrowing diversity of faculty/staff complicates ability to establish efficiencies (e.g. more resources needed to provide support for diverse student body)
- ▶ Renovation of buildings falling further behind
- ▶ Political climate turning against higher education



- What are UNO's aspirational goals in the area of Efficiency-Education?

- ▶ Best value choice in higher education
- ▶ Have employers and graduate programs compete to hire and recruit our students
- ▶ Regarded as a leader in both curriculum development and pedagogy – Develop innovative demand centered degree programs



What are UNO's aspirational goals in the area of Efficiency-Education?

- ▶ Achieve choice for students while allowing them to move quickly to graduation and achieve their academic goals at a competitive cost.
- ▶ Increase use of technology to serve more students better
- ▶ Achieve strong balance of teaching, research and service



What action items are currently in place to move forward?

- ▶ Improve use of online course software
- ▶ Analyze how we currently schedule classes
- ▶ Better align courses across departments
- ▶ Identify bottle neck courses across the university
- ▶ Revisit RPT guidelines to better support faculty and allow them to specialize in research and/or teaching

What action items are currently in place to move forward?

- ▶ Improve part-time faculty experience and efficient use of instructional resources
- ▶ Use capital plan to be more efficient stewards of facilities resources
- ▶ Better access and use digital learning center and Center for faculty excellence



What new action items are needed to move forward?

- ▶ Matrix data on how much it costs in staff overhead to support one student
- ▶ Examine the number of committees that may have redundant missions
- ▶ Revisit processes for approving courses and programs to speed up the process



What new action items are needed to move forward?

- ▶ Clear conversation about efficiency including identifying metrics, goals and strategies
- ▶ Strategic plan to address long and short term goals with specific metrics and accountability
- ▶ More focused research strategies
- ▶ Better utilization of part-time faculty resources
- ▶ Use philanthropic support for efficient management of educational functions on campus

Questions?

* UNO received a \$1.5M endowment from the Bruce Clark Trust in 2015 that spins off \$60-65K in scholarship and support dollars each year. Awards were made for the first time in 2016-17 in the form of 1) completion scholarships (\$20K), 2) other scholarships for students with financial need (\$18K), and 3) Summer Scholars program support.

Nearly \$65K in hardship support funds have been awarded since the gift of \$100K for assistance in unexpected/unusual situations in 2014-15.

Dreamers support is entering its 3rd year. JBA could provide information on the amount of that support.

Additional academic and persistence funds (approx. \$100-150K) is being committed to UNO this year for housing insecurity and buy back purposes



Questions?/Data

** UNO's share of students who have begun re-paying their student loans within three years of leaving schools is about 18 percentage points higher than the national average



Discover- Efficiency



Strength's

- Providing education relevant to current trends
- A lot of diverse kinds of research and creative activity are being done with relatively little or no overhead. A lot being done in some departments/colleges on a shoe-string.
- High ROI because there are many people subsidizing their own research



Weaknesses

- Understaffed in regards to research and lack of expertise
- Little collaboration between colleges
- Finding resources to support new innovative programs
- Weak decision making- rely too much on leadership approval for changes to processes
- Processes are bureaucratic, lengthy, with single point of failure dependencies (ie. individual on vacation or sick – process halts)
- System does not appear to be scalable (in other words seems to be at capacity (people, processes, tools)
- Grants process not set up to facilitate or simplify process for small grants (e.g. need to go through same cumbersome process for a \$15,000 research contract as a \$500,000 grant/contract). Small grants with no or little indirect seem to be discouraged.



Opportunities

- Identifying more grant and commercial sources of funding
- Continue to support IT innovation program
- IT and Cyber Security
- Increased collaboration between both UNMC and between colleges
 - Leveraging experience
- Create a culture of responsiveness and innovation
 - Empower staff to resolve issues before escalation
- Streamline organizational processes
- Align research areas across colleges to pursue multi-domain grants
- Make the grants process easier/more efficient for faculty to apply and manage funds.



Threats

- Loss of key researchers or ability to retain
- Adequate resources to promote and respond to trends
- Assuming existing processes are satisfactory
 - “If it ain’t broke, don’t fix it.”
- Additional rules/bureaucratic regulations making it harder for faculty to apply for external funds.
- Greater expectation for bringing in external dollars could make it harder to recruit faculty attracted to UNO because has culture of balance around teaching/research-creative activities/service.



Aspirational Goals

- Strengthen applied research within the business community
- Recruit faculty who can be independently funded
- Increased outputs with limited inputs and requirements
- World renowned research institution
 - Specifically cybersecurity and Biomechanics



Current Action Items

- UNMC iExcel
- NARI
- Quality facilities and staff
- UNO/UNMC
- COBRE



Future Action Items

- Need a clearer vision of and evaluation of where we are now
- Recruit, retain, motivate, and recognize top scientists and researchers.
- Increase relationships with foundations, state agencies, and private industry.
- Look at peer institutions to explore successful emerging research areas.
- Make the grants process easier/more efficient and feasible for faculty to apply and manage funds, especially for small grants and contracts.

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Questions?/Data

*** UNO's average annual net price (in-state) for those receiving federal loans is lower by about \$3,750/year than the national average

****UNO's six year graduation rate for the first time, full time students (43%) is very similar to the national average

UNO's first year average retention rate for first time, full time students (77%) is higher than the national average (68%)



UNIVERSITY OF NEBRASKA AT OMAHA

Efficiency and Engagement at UNO

Presented by: Thomas Walker

Contributors:

- Ann Anderson Berry
- Theresa Barron-McKeagney
- Bob Bartee
- Mike Bird
- Neal Grandgenett
- Senator Sara Howard
- Emiliano Lerda
- Sue Morris
- Erin Owen
- Dan Shipp





Quick Definitions

- **Efficiency:** is *optimizing* (make the best or most effective use of) inputs in order to achieve maximum output and/or desired outcomes.
- **Engagement:** has to do with a group of people that are *fully absorbed and enthusiastic* about their work and therefore *take positive actions* to further the organization's reputation and interest.



Faculty & Staff Engagement

- Engagement for faculty and staff revolve around recognition, professional development, opportunities to grow, manager/chair/dean cares about them and their work, and have the feeling that their work is contributing to the organization's goals.





Student Engagement

- Engagement for students revolve around their **experience** at the university (in the classroom, at events, interactions with faculty, staff, and other students) and having the feeling that they are **contributing** to their lifelong experiences, long-term goals, and creating relationships on campus.





Engagement can lead to greater efficiency.

- Before we look at efficiency and engagement, it is important to rank order/**prioritize the desired outcomes** (such as graduation rates, retention/admission, academic excellence, community engagement, etc.).
- Without a clear prioritization of UNO's desired outcomes, UNO is unable to select which optimization/engagement plans that are most needed and desirable.
- Our group (TAC) will be discussing outcomes at our final TAC meeting.



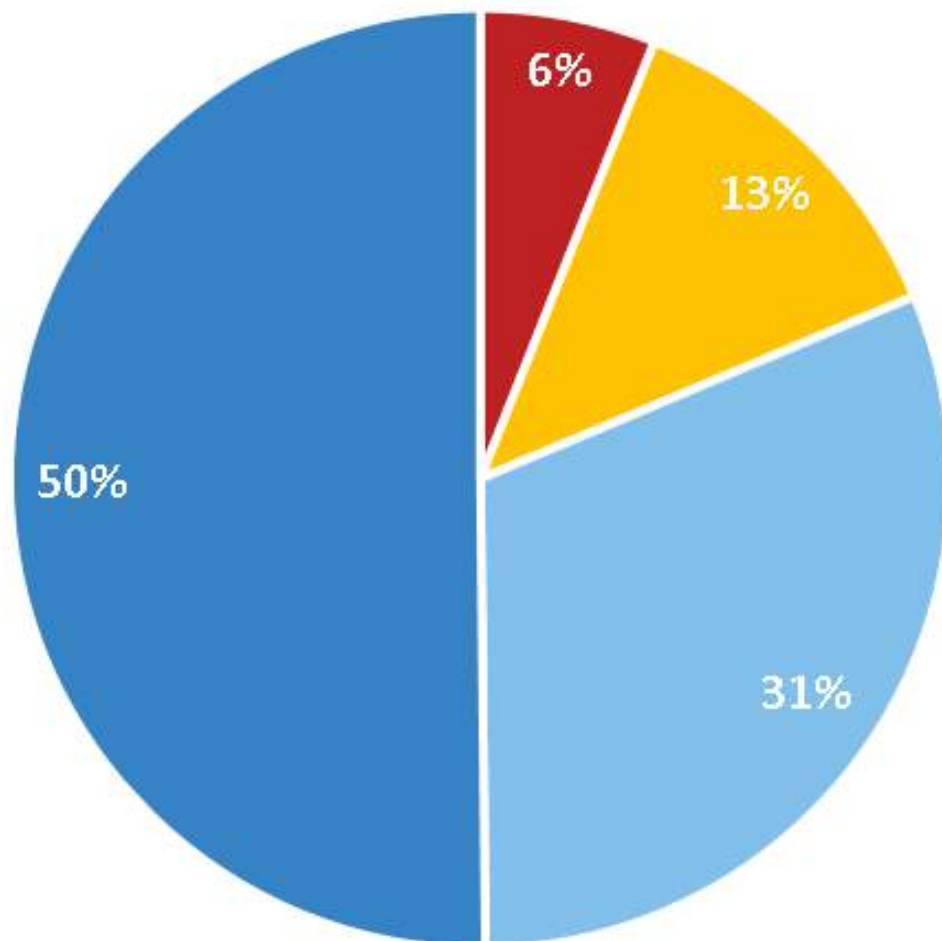
Engagement can lead to greater efficiency.

- Once UNO has prioritized outcomes, then it can look at ways to meet those outcomes by improving efficiency through engagement.
- **UNO currently averages 50% engagement** amongst our employees, whereas top organization realize engagement levels closer to 80% (*2016 Best Places to Work Survey*).





UNO's Best Places to Work Survey: Results of Survey (2016)



Legend



Engaged: Avg. Score: 5-6

Highly favorable | Advocates
Intend to stay | High discretionary effort



Contributing: Avg. Score: 4-4.9

Moderately favorable | Held back
Opportunity for increased performance



Disengaged: Avg. Score: 3-3.9

Indifferent | Lack motivation
At-risk for retention



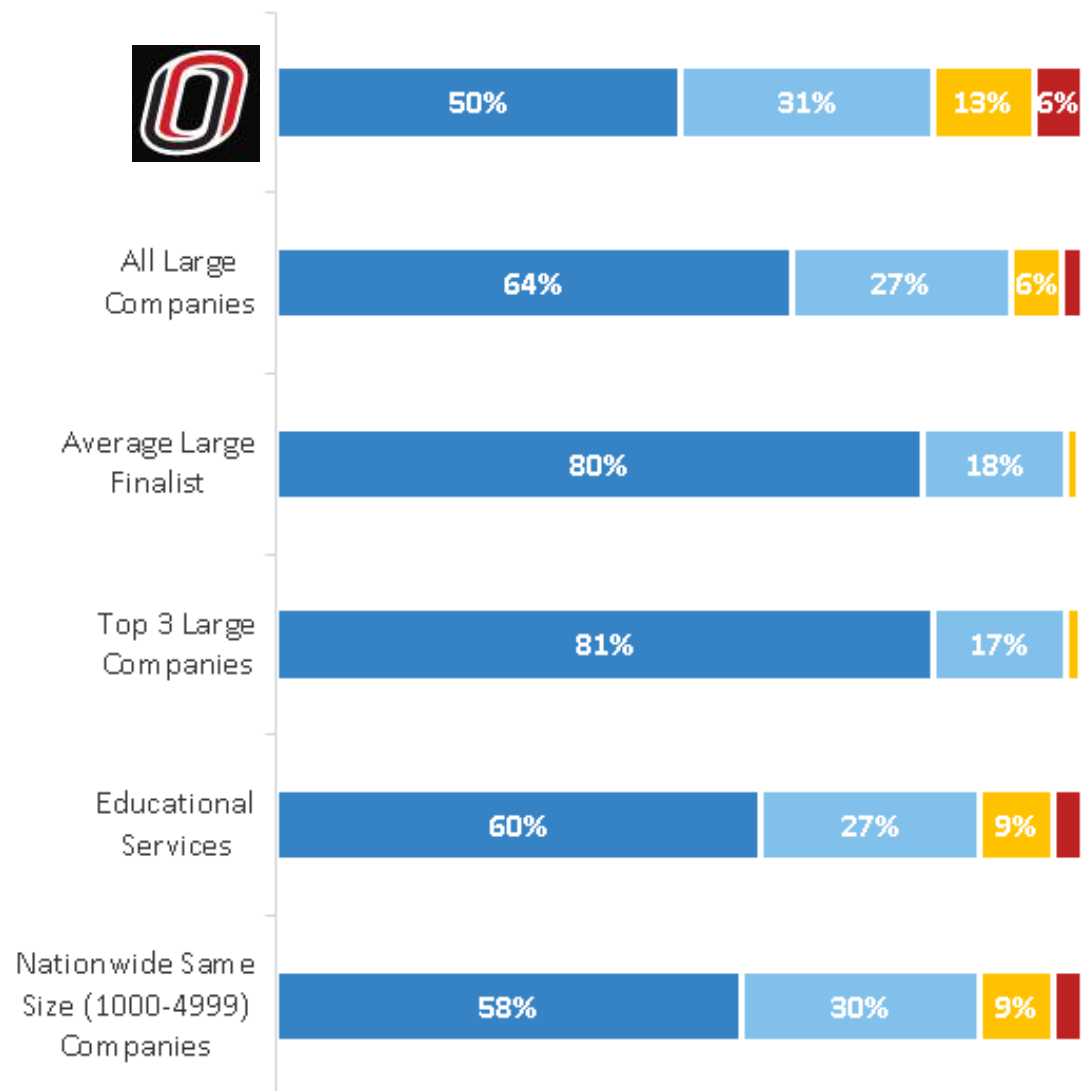
Hostile: Avg. Score: 1-2.9

Negative | Lack commitment
Impact productivity of others



UNIVERSITY OF NEBRASKA AT OMAHA

UNO comparison of results



Legend



Engaged: Avg. Score: 5-6

Highly favorable | Advocates
Intend to stay | High discretionary effort



Contributing: Avg. Score: 4-4.9

Moderately favorable | Held back
Opportunity for increased performance



Disengaged: Avg. Score: 3-3.9

Indifferent | Lack motivation
At-risk for retention



Hostile: Avg. Score: 1-2.9

Negative | Lack commitment
Impact productivity of others



UNO's Most Unfavorable Results

Item by Item **Most Unfavorable**

Top 4 Items

I am paid fairly.	18.0% Unfavorable
I see professional growth and career development opportunities for myself in this organization.	15.2% Unfavorable
If I contribute to the organization's success, I know I will be recognized.	14.1% Unfavorable
The senior leaders of the organization value people as their most important resource.	12.8% Unfavorable



Why Focus on Engagement for Efficiency?

- According to Gallup, an engaged worker is on average **40% more productive**, and produces on average **23% more revenue** than a non-engaged worker, and are **87% more likely to be retained**.





Why Focus on Engagement for Efficiency?

- The cost of the increasing engagement is minimal (and saves money in HR due to less turnover and retraining of positions), especially when the benefits are spread across the organization; so the **return (cost/benefit) of engagement is highly favorable.**





UNO's Strengths: Engagement & Efficiency

- Currently, many faculty, staff, and students are engaged at UNO, and in the community, through several programs (a few are: Faculty Senate, Staff Advisory Council, Student Government, etc.) and events (Seven days of service, Faculty/Staff Picnic, and many more).
- UNO is already **very lean** when compared to other universities.
- UNO has recently made the relationship between Alumni Association and NU foundation closer, which will build upon a 'network' of engaged alumni and passionate community partners to leverage more donations/engagement with alumni.
- UNO also uses learning communities to increase student engagement which leads to higher retention and graduation rates. These include Goodrich, Project Achieve, Thompson, Athletics, etc.



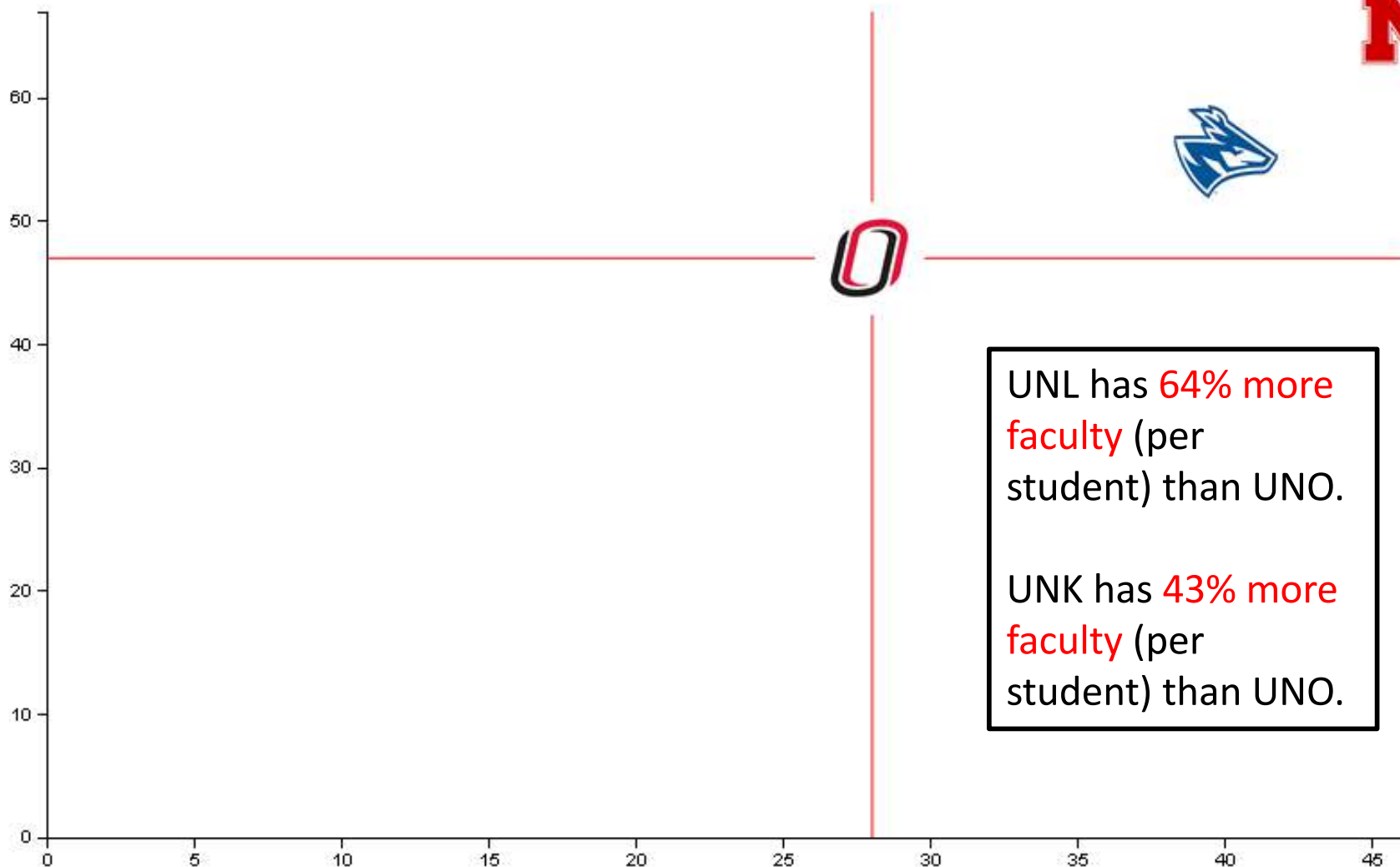
UNO's Strengths: Engagement & Efficiency

- UNO is **outperforming** many comparable/peer institutions in regard to overall enrollment, retention, and completion outcomes, with significantly fewer resources (i.e. base budget and allocated remissions budget).
- Resources (time, funds, and expertise) are often **shared** across units, divisions, and campuses in order to accomplish initiatives that address UNO and NU-system priorities.



Faculty Efficiency Perspective

Bachelor Degree 6-Yr Graduation Rate



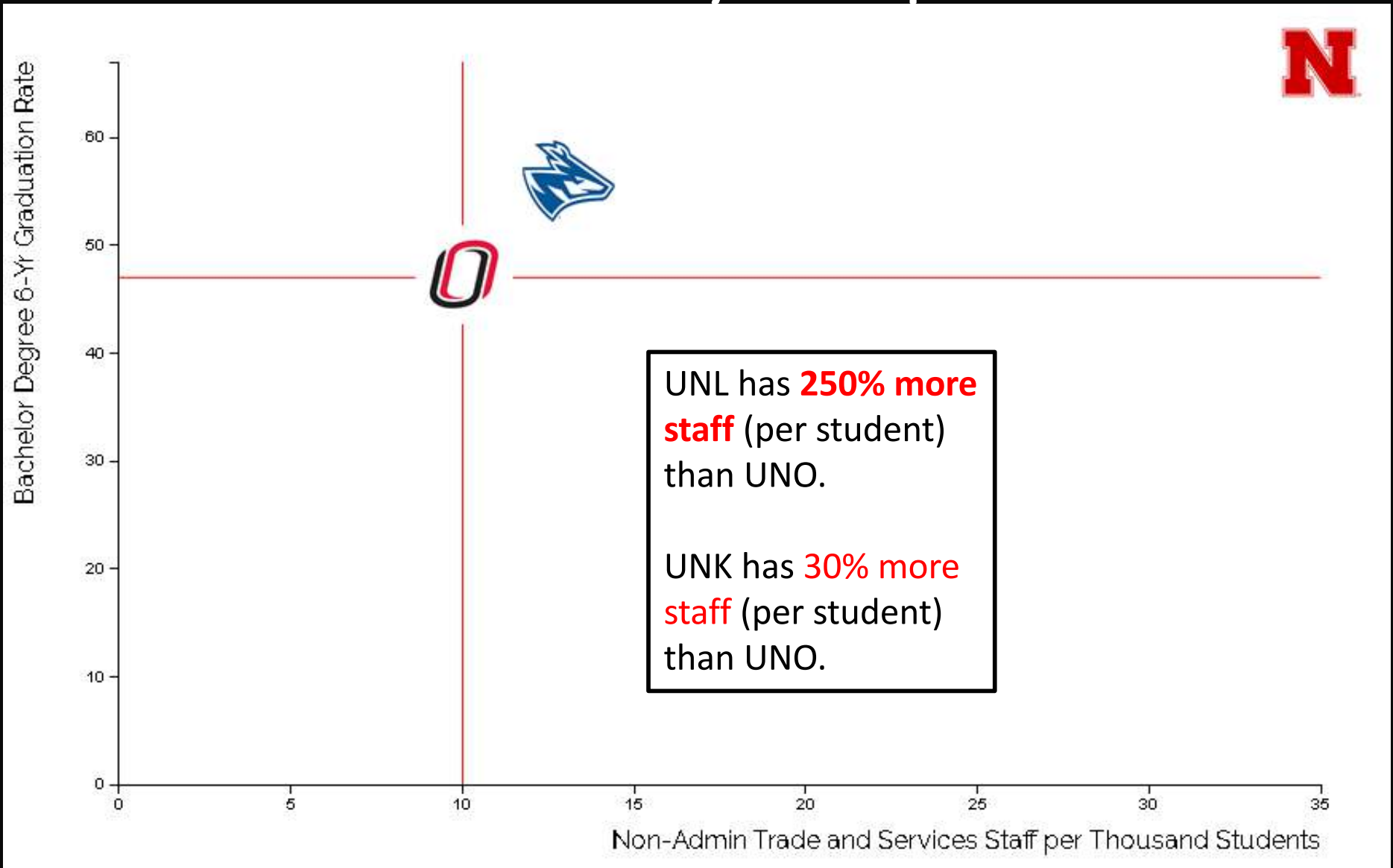
UNL has **64% more faculty** (per student) than UNO.

UNK has **43% more faculty** (per student) than UNO.

Instructors per Thousand Students



Staff Efficiency Perspective





UNO's Weaknesses: Engagement/Efficiency

- Too **lean on resources** (budget, remissions, staff and faculty) in order to drive growth.
- Lack of **prioritization of goals**, resources, and projects, which leads to strategy and culture confusion.
- Too **decentralized** to realize all potential efficiencies (advising, business/finance, etc.)



UNO's Weaknesses: Engagement/Efficiency

- Mediocre to **weak reward and recognition program** for staff and faculty.
- Over reliance on adjuncts.
- A need for more consistent UNO brand equipment/gear and UNO branding materials for all engagement events. As well as advertising outside of the campus of events (to alumni and donors) to drive engagement onto campus and into the community.
- UNO needs to be data-driven and not story-driven, which has been happening recently and should be further reinforced by administration.
- Some programs need to be revamped to become more relevant for students of today and to meet the marketplace's demands.



UNIVERSITY OF NEBRASKA AT OMAHA

Academic Year 2015-2016

Full-time versus Part-time
Faculty Tuition and SCH Analysis

Based off of the 79 UNO Subjects
in the Budget Analysis Tool

Faculty Type/College	Gross Tuition	Remissions	*Net Tuition	Student Credit Hours (SCH)	Faculty Headcounts
Full-time Faculty	\$ 56,789,896	\$ 11,811,271	\$ 44,978,625	208,788	569
Campus Wide Programs	\$ 148,645	\$ 63,095	\$ 85,550	657	10
College of Arts and Sciences	\$ 24,766,785	\$ 5,272,386	\$ 19,494,399	100,105	222
College of Business Administration	\$ 8,257,808	\$ 1,489,793	\$ 6,768,015	26,214	57
College of Communication, Fine Arts and Media	\$ 6,829,893	\$ 1,376,398	\$ 5,453,495	27,474	79
College of Education	\$ 6,220,435	\$ 1,246,078	\$ 4,974,356	22,878	77
College of Information Science and Technology	\$ 6,577,640	\$ 1,489,255	\$ 5,088,385	18,096	60
College of Public Affairs and Community Service	\$ 3,988,691	\$ 874,265	\$ 3,114,426	13,364	64
Part-time Faculty	\$ 41,573,530	\$ 7,081,918	\$ 34,491,612	155,995	872
Campus Wide Programs	\$ 13,950	\$ 5,964	\$ 7,986	56	2
College of Arts and Sciences	\$ 18,557,280	\$ 3,122,296	\$ 15,434,985	71,904	285
College of Business Administration	\$ 5,857,939	\$ 1,011,030	\$ 4,846,908	18,778	83
College of Communication, Fine Arts and Media	\$ 3,494,050	\$ 625,732	\$ 2,868,318	13,803	107
College of Education	\$ 5,860,783	\$ 1,075,276	\$ 4,785,507	23,018	210
College of Information Science and Technology	\$ 2,034,893	\$ 388,395	\$ 1,646,498	6,789	40
College of Public Affairs and Community Service	\$ 5,754,636	\$ 853,226	\$ 4,901,410	21,647	145
Grand Total	\$ 98,363,427	\$ 18,893,189	\$ 79,470,238	364,783	1,441

*Net Tuition = Gross Tuition - Remissions;

Gross Tuition is the "normal" amount charged to a student, and Remissions is the amount UNO "remitted" or foregone as revenue.



UNO's Opportunities: Engagement/Efficiency

- Expand engagement activities into **strategic planning process**.
- Partner with **businesses** for more student service-based learning and faculty/staff partnerships through research and collaboration.
- Community Engagement Center can be even more of a hub for local and regional engagement through events and conferences (like CUMU or Metropolitan Omaha Ed Org).
- Continually realigning ourselves with local, state, and national organizations as UNO's profile grows.



UNO's Opportunities: Engagement/Efficiency

- Enhance **communication externally of achievements and events** will lead to greater recognition and engagement within in the community and eventually the region.
- National and international engagement and recruiting can help augment Omaha and State enrollment base



UNO's Threats: Engagement/Efficiency

- Further **reduction in resources** (state/gov, central, donors)
- **Competition** from Creighton, MCC, and other institutions outside of the state.
- Apathy from budget cuts (we need to be more focused than ever in order to continue the momentum).
- Competing enrollment/academic priorities among NU campuses



UNO's Blatant Truths: Engagement/Efficiency

- Everyone plays a role in engagement--this isn't well understood throughout UNO community.
- UNO has a strong presence and reputation in Omaha, but people from other cities in the area may not know much about it.





UNO's Blatant Truths: Engagement/Efficiency

- UNO has **untapped capacity** to increase engagement of faculty, staff, and students through recognition, events, communication, etc.
- UNO is already so lean, which **restricts growth**.
- UNO needs to think about its future in the **long-term** and **prioritize our goals accordingly**. Then revisit those goals with active engagement and clearly **recognize** those who lead and are apart of successes (and hold failures accountable).



UNO's (desired) Goals: Engagement/Efficiency

- **Prioritization** of outcomes, which should revolve around our mission and relevant performance metrics (graduation rates, retention/recruitment, engagement, etc.)
- Increase percent of engaged employees **above 65%** within three years and reduce hostile employees to **less than 3%**.
- To be completely **resourced and staffed** in the areas where efficiency and engagement matters the most.



UNO's (desired) Goals: Engagement/Efficiency

- Review **engagement groups and activities** across campus. Then fully fund those groups and activities where engagement has shown results and growth.
- Revise UNO's academic footprint in order to attract and engage today's and tomorrow's students.
- **Scorecard** the university around engagement and around the prioritized goals. Then revisit yearly.



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