

Memorandum

Date: July 7, 2017
To: UNO / Transition Advisory Council
From: CFAR / Barry Dornfeld, Jennifer Tomasik and Carey Gallagher
Subject: **Executive Summary of TAC Growth Meeting**

This memo captures themes from key discussions, notes, observations, and materials from the first meeting of the Transition Advisory Council (TAC), held on Tuesday, June 27, 2017. The focus of the meeting was on growth 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)

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), and also to begin to see 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, and make most of the transition in leadership for UNO.

The TAC's role in this process is to identify and discuss the strengths, weaknesses, opportunities, and threats (SWOT) for UNO and its environment across these themes: growth, brand, efficiency, culture, and outcomes. These themes will be taken up further through a series of participatory sessions this summer and fall. TAC members have been carefully selected for their perspective and initiative, and grouped into the Pillar Structures according to their expertise and interest. While the focus of these sessions is on UNO's current state, the intent is also to generate areas of opportunity and future focus for the campus and its relationship to UNMC.

Meeting Objectives

Specifically, the objectives of the TAC meeting focused on growth were to:

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

Chancellor's Remarks

Chancellor Gold let the group know that he has been on a listening tour to understand perspectives on the university and ways to meet needs across the state. He views this tour as an opportunity to understand what is going well, as well as to hear hard truths about the current state. He has been met with enthusiasm, ideas, and energy to build the future together.

The Chancellor also shared his perspective that, although there are many messages about potential fluctuations in federal, state, and other resources, he views the responsibility to develop and implement the evolution of UNO and UNMC as a constant and an imperative. Stakeholders' energy—and UNO's mission, vision, and values—will be the raw material upon which to build the future, developing strategies and tactics based on resources, all aligned with the aspirations of the organization.

Themes Across the Pillar Group Presentations on Growth

Three subcommittees—on Educate, Discover and Engage—presented their SWOT 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:

- ▶ *Strong potential for growth*—UNO has been growing and developing its strengths, and has great potential to continue to grow in almost every way to better serve students, the community, and the state of Nebraska. Presenters mentioned opportunities in growing enrollment, full-time faculty, faculty diversity, partnerships with industry, graduate education, online education, and research portfolios.
- ▶ *Collaboration and dedication*—Operating with lean resources and an abundance of dedication to their mission, UNO faculty and staff see their strengths in collaborating and going the extra mile to get things done. Examples emerged in educating a diverse student body, in research in targeted areas, and in marketing.
- ▶ *Identity as a metropolitan university*—UNO has taken up leadership in defining the role of the metropolitan university, both for itself and in the broader national conversation. This identity was raised several times in the presentation and discussions, along with an understanding that Omaha itself is a key part of UNO's identity and strategy as it looks to the future.

- ▶ *Partnerships are key*—A major theme across all growth conversations was the importance of maintaining critical relationships, such as with the Omaha business community, and developing new partnerships or enhancing efforts, such as with K-12 schools as sources for the recruitment pipeline.
- ▶ *Access enables growth*—Several groups weighed in on access issues, both in terms of causes and effects of limited access to UNO. The consensus was that addressing some critical access issues will free up the path to growth at UNO.

Themes, Ideas, and Opportunities Surfaced in Plenary Conversations

After each presentation, the TAC held table discussions to raise clarifying questions and advance suggestions. The following are highlights from the conversations, focusing on how to remove barriers and support UNO's growth:

▶ Educate

- *Convene a task force to conceptualize structure and support for adjunct faculty*—The UNO workforce includes many committed and enthusiastic adjunct faculty members, yet it is clear that relying too much on adjunct faculty for growth would sacrifice quality of the student experience and not support the university's mission. There are questions that a task force could raise and address about supporting and retaining these faculty members, and determining the right balance of full-time and adjunct faculty considering current resources.

▶ Discover

- *Enhance and deploy a strategic plan for research*—A strategic plan is in development for UNO research that will guide the focal areas and propose metrics to measure success. There is some concern among UNO faculty that ideas that do not tie explicitly to UNMC will not be considered. However, the purpose of the plan is not just to help align UNO with UNMC, but most importantly, to continue developing UNO itself.
- *Carefully consider the future administrative structure*—Although there are opportunities to centralize some administrative functions across UNO and UNMC, some areas would benefit from remaining decentralized. The group suggested that marketing and communications could be a function best directed locally to help specify a communication strategy based on the nuance of each campus, and, in UNO's case, to advance the work of leading metropolitan university campuses in the Coalition of Urban and Metropolitan Universities (CUMU).

▶ Engage

- *Understand what employers are seeking* by potentially conducting a survey of the top 50 employers of UNO graduates and engaging in targeted conversations. Identify strategies to highlight what UNO is already doing, and also build on the facets of a UNO education that deliver on top employer priorities.

CFAR's Observations

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

- ▶ **Growth versus strategic growth**—While there was great discussion in this session about the potential for growth overall, the more difficult question of what kind of growth is most desirable needs further elaboration. That is to say that all growth is not equally valuable, and to get bigger generally may not be the end goal and in fact may be detrimental to success (i.e., if growth negatively impacts quality). Perhaps a follow up discussion of strategic growth, targeting specific areas across the three pillars, combined with a discussion of what not to do would be beneficial, and would integrate well with the strategic planning work.
- ▶ **Sharing knowledge and resources more broadly**—At a number of points, TAC members mentioned that there were already efforts in place or resources developed that address issues discussed. We know that knowledge sharing is a challenge in any complex organization, and encourage you to use this TAC process as an opportunity to share critical resources more broadly so that you can build on existing research, data, and good thinking that already exists and bring others into the conversation.

Concluding Remarks

The Chancellor commended the TAC for their presentations and for engaging in frank discussions on the challenges facing UNO.

He requested that TAC members do three things as follow-up to this meeting:

- ▶ Identify and commit to working on one thing that they heard to support growth at UNO today;
- ▶ “Think big” about possibilities for the brand (which is the focus for the July TAC meeting); and
- ▶ Complete a survey to help assess the success of this meeting and provide ideas for future TAC meetings.

UNO TAC Growth Meeting One-minute Essay Responses

June 28, 2017

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

- ▶ UNO could benefit from greater outreach, engagement, and by better “telling its story.”
 - Importance and opportunity to engage more with Alum and the Alumni Association
 - It seems that the interest in and energy about growth exists, but we have a gap in providing faculty and staff the support/guidance they need to be a part of a growth agenda. How to get involved in tech transfer? Start a partnership with another campus or industry? Get an internship off the ground? Be an ambassador?
 - There are many great things happening at UNO. We have to engage in a process to tell the story. It’s important to include all areas of the campus. Students, faculty, programs, etc.
 - UNO needs to do a better job of telling its story and engaging external audiences with a clear alignment with internal stakeholders
 - Turnover of key leaders in the community in the next years and how that will affect UNO
 - Growth must be in proper perspective and align with mission/values
 - We can do a better job system-wide about coordinating our efforts in reaching out to alumni. Could this be centralized in some way so that alumni are not receiving materials from multiple sources? What about events for alumni, locally, nationally, internationally?
 - Growth at UNO is very synergistic with growth in Omaha. In order to grow we need to build on our metropolitan identity and increasingly be a national model.
 - Need to be strategic in developing relationships to foster growth. Opportunities to educate, engage and discover are limitless. Let’s be deliberative in our approach.
 - We have many strength areas to grow, communities to engage through partnerships students are our key constituents, provide as much support as possible to these—mentoring, scholarships, etc.
 - Think centralized communication is designed for specific strategy objectives. Engagement with alumni is crucial to growing as well as becoming more regional and international focused.
 - The conversation with industry is missing and provides audiences of opportunity for growth in all areas (esp. students)
 - Alumni Association has to become effective
 - The conversation with alumni is missing and provides opportunity for branding, funding, partnering, i.e growth!
 - We need to tell our success stories to perspective students and our surrounding community, as well as to our own internal audiences.
 - Our alumni are a tremendous but largely untapped resource.

- ▶ UNO could better prioritize certain initiatives and coordinate *strategic* planning
 - Prioritization/alignment with messaging essential
 - Scott Snyder is creating a research strategic plan...he needs to include Deans and chairs/directors in this process
 - UNO has incredible growth opportunities everywhere—not been a coordinated, strategic plan or cohesive vision
 - Potential growth is great—need to prioritize initiatives and creatively identify resource streams
 - UNO will need to focus on strategy and alignment. The decentralized model—while it has benefits—has led to a lack of understanding of joint goals and opportunities.
 - There is a need for clarity and alignment with reports to goals and priorities.
 - Growth should be strategic and measurable.
 - Need to be strategic
 - UNO needs the strategic planning group to be more strategic (surveying corporations, engagement measurements unified and understood etc.).
- ▶ Need for greater clarity around UNO's current state
 - Everyone has a different perspective on our “current state.”
 - A critical assessment of challenges is key to understanding opportunities as well
 - How do we measure our current state?
 - Good but needs to be better informed about data and current performance that can inform discussion.
 - Tough competition from other higher education institutions
 - Resources needed to compete
 - Comments still clarity is needed (what do we mean when we say weakness of business relationships?)
- ▶ People feel like UNO is in a good place overall
 - Overall, the outlook is still positive. We examined threats and weaknesses, but no one suggested that UNO is not on the right track.
 - Opportunities are abundant for successful growth at UNO across most domains.
 - Lots of opportunities exists.
- ▶ Miscellaneous
 - We need to create more full-time positions instead of relying heavily in our adjuncts. This will have a huge impact on recruitment and retention.
 - Pay more/equal attention to the “small” guys at UNO (i.e. equality in resource allocation)
 - How much growth is effective?

- Answering “why grow” is as important as what is done to drive growth. Growth should increase quality and opportunity. Metaphorically a tree to grow to desired size and shape will require planning. Likewise, UNO will need focus on programs that are desired and lead and growth. (20)
- How is the mission influencing campus? (colleges, research)
- Diversity of our students and employees is not a side-issue but is central to our success, given future trends.
- We can grow our enrollment most while preserving quality if we increase retention and graduation rates, and the key to doing this is increasing their points of contact and engagement/research with full-time faculty, and strategically chosen part-time faculty
- Internships are not as well spread out over all colleges (any student in CBA or IST can get one if they wish) but not so in other areas.

What are 1 or 2 things we need to do to ensure that this transition process is successful?

- ▶ Being brutally honest is critical
 - Reveal the blatant truth (honesty)
 - Make sure we’re focusing enough on the blatant truth...
 - Are we being honest enough about where we are?
 - Evaluate the presentations for strengths and weakness—build from these!
 - Continue the dialogue. Face the blatant truth. Develop metrics.
- ▶ Communication, inclusiveness, and providing data will be key
 - Industry needs need to be heard and represented
 - Action items are clear and communicated to Deans and other stakeholders
 - Provide data for our teams
 - Institution effectiveness—provide us access to some data?
 - Continue open communication
 - Clear, communicable vision and strategic plan to internal and external groups
 - Continue to grab information from all corners of campus, but ultimately the chancellor must form his own plan and opinion and vision for the university.
 - Inclusion—UNO/UNMC
 - Communication and coordination will be critical to optimization of growth opportunities both on campus/across NU campuses and in the greater community.
 - We need to keep working together with UNMC to build a stronger bond of co-leadership within Nebraska and the U.S. on places where we shine, such as community engagement, STEM, working with K12 schools, etc.

- Listen carefully to what is being said about these key areas, and don't be afraid to ask questions.
 - Survey top businesses and continue to grow relationships with all Omaha/regional companies and our alumni making sure everyone is informed about goals and centralizing the direction (and prioritize those various goals).
 - Engage community leadership in goals and outcomes.
 - Communications and engagements of constituencies.
 - Increase investment in UNO from the community—e.g. by engaging alumni, relations with business community—to ensure we really can grow our way through a resource crisis.
 - Develop confidence in UNO's future among all the key constituencies: faculty, students, staff, and also community and business leaders, general public.
- Focusing on action items and clear plans will be critical
- Remain focused on action items
 - Identify some low hanging fruit for successful actions
 - A cohesive, comprehensive (short and sweet) strategic plan with clear priorities to ensure alignment
 - Establish a simple analytical framework: (to ensure alignment with institutional goals and priorities) *drew a Venn diagram with resources, access, and quality overlapping*
 - To make certain that some of the action items suggested, that can be accomplished now with little additional resources, are enacted.
 - Have to have a clear plan for each of the top priorities and an implementation team for each one that is held accountable over a given timeframe
- Resources such as information and people will be needed
- Comprehensive and accurate base of information from which to move forward
 - Rely on key informants at UNO to help guide our new chancellor
 - Committed people with grit and purpose
 - UCOMM is usefully underfunded and to the extent that we value the importance of messages and brand we must bring more resources to it.
 - Resources—now and later
- Miscellaneous
- Better idea of what success looks like...largest? Best?
 - What do we want to be known for?
 - To understand a transition, it takes a lot of time, and questions still exist that cause uncertainty
 - Unity of thinking and execution of leadership
 - Focus on the horizon (vision)

- Do not centralize offices that are crucial to our growth such as UCOMM.
- Accountability that there is follow through on tasks in order to meet measurable goals.
- Develop metrics so we have a baseline to give us ideas for aspirational growth and help us focus on where we want to go and who we want to be (branding).
- There are many strengths at UNO, we must be very careful with respect to the changes we bring about that might a threat—understand the perplexities around why X became a strength.



EDUCATION PILLAR - GROWTH

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Strengths

Strengths are characteristics of the organization that give it an advantage over others

- One of UNO's main strengths is its potential for growth
- Omaha environment
 - Corporate involvement, especially in available student internships and jobs
 - UNO's growth in student diversity is enhanced by the metropolitan area
 - Community Engagement Center – encourages collaboration and service learning in the Omaha community



Strengths

Strengths are characteristics of the organization that give it an advantage over others

- Affordability – in both tuition and student living expenses, with new on-campus housing available, etc.
- New and renovated facilities: CEC, HPER, Mammel, CPACS, Student Center, Strauss, Alumni Center, etc.
- Innovative and unique new degree programs



Strengths

Strengths are characteristics of the organization that give it an advantage over others

- Student portfolio – diverse student body, veterans, first-generation students, international students
- Unique undergraduate research opportunities and funding
- Academic support services have both breadth and depth with quality directors and staff
 - Writing Center, Speech Center, Math and Science Learning Center, STEM – CS Tutoring Center, TLC, Goodrich program, Honors program, Multicultural Affairs, Office of Military and Veteran Services, Accessibility Services Center, Gender and Sexuality Resource Center, ACDC
- Faculty highly invested in student success and forging connections with students



Strengths

Strengths are characteristics of the organization that give it an advantage over others

- Established relationships among UNO and area P12 schools
- Long-standing global partnerships
- Established partnerships with UNMC that provide opportunities for students interested in health professions



Weaknesses

Weaknesses are characteristics of the organization that place the organization at a disadvantage relative to others.

- Funding formula at the NU system level significantly disadvantages UNO students and future growth (e.g., base budget, tuition remission allocations, etc.)
- Marketing of UNO academic programs relies too heavily on faculty, staff and students who are not experts in marketing
- Heavy reliance on adjunct faculty in some programs
- Insufficient diversity among faculty and staff



Weaknesses

Weaknesses are characteristics of the organization that place the organization at a disadvantage relative to others.

- The quality of student advising varies among colleges
- Classroom space at capacity during “prime time” hours when enrollment is strongest
- Certain high demand courses are often not available to students, causing bottlenecks that delay timely degree completion
- Many students work while attending UNO, creating challenges for scheduling, community involvement, and retention



Opportunities

Opportunities are elements in the environment that the organization could exploit to its advantage.

- Develop additional capacity in online offerings and courses
- Prepare students to excel when taking online courses, e.g. time management
- Share course offerings between UNO and UNMC
- Expand joint STEM education between UNO and UNMC



Opportunities

Opportunities are elements in the environment that the organization could exploit to its advantage.

- Engage alums more in student recruitment and marketing
- Recruit more adult learners
- Leverage current momentum to further increase student retention and completion rates
- Expand student support strategies and services (e.g., Student Accessibility Services) to improve student retention



Opportunities

Opportunities are elements in the environment that the organization could exploit to its advantage.

- Increase student scholarships and on-campus employment, including research
- Expand dual enrollment and on-site programming including corporate education/training



Threats

Threats are elements in the environment that could cause trouble for the organization.

- US foreign policy/relations threaten to undermine growth in international enrollments
- Concern over potential cuts to Pell grants
- Ongoing state budget uncertainty



Threats

Threats are elements in the environment that could cause trouble for the organization.

- Increased tuition and fees
- Increased costs associated with supporting D1 athletics
- Competitiveness and aggressive marketing by other local and national institutions, some predatory, for our students



Action Items

- Develop a plan to leverage our distinctive programs and highlight their quality and uniqueness
- UNO marketing of programs and degrees needs more resources; centralized yet working closely with program directors
- Better understand how UNO's alumni association and NU Foundation can further support education, e.g. scholarships, marketing graduate programs to UNO alumni, student internships
- Joint marketing when feasible with UNMC to highlight joint degree programs



Action Items

- Examine bottleneck courses and recommend solutions
- Survey and data analysis of student class time/day preferences
- Ensure adequate student support staff is available for our diverse student body (e.g., Student Accessibility Services)



Action Items

- Further assess the impact of high reliance on adjunct faculty on student retention and quality of education
- Determine which academic programs are high growth and add faculty in those programs

Questions?

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The Confluence of Discovery and Growth

University of Nebraska Omaha
Transition Advisory Council
June 27, 2017



Discovery: the action or process of finding (something or someone) unexpectedly in the course of a search

Synonyms:

- realization, recognition, revelation, disclosure
- invention, origination, pioneering
- locating, uncovering, unearthing



Growth: the process of increasing in physical size

Synonyms:

- development, maturation
- germination, blooming



**Growth organically is described as:
an increase in output through improved
efficiency, an increase in budget allocation, or
an increase in revenue generated (e.g., IP).
This means doing more activity with the
same amount of funding, or increasing
funding to do more activity.**



Growth through partnership is described as: an increase in output through engagement with external partners (public, private, or philanthropic sector) in an either voluntary or contractual relationship. This means co-investing capital (intellectual, financial, social, organizational, or political) for greater combined outcomes.



Collaborative Growth:

Basic and applied research

- organic growth
- partnership growth

Scholarly works

- organic growth
- partnership growth

Performance – Arts

- organic growth
- partnership growth





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Examples of Organic and Partnership Growth

Basic and Applied Research
(BJ, Bev, Lou)

Scholarship
(BJ)

Performing Arts
(Washington)



SWOT (at the intersection of growth and discovery)

Strengths:

- dedication to discovery and innovation across campus
- talented faculty in all colleges (especially recent hires)
- positive shift in culture regarding externally funded work
- rise in philanthropy that supports discovery (directly and indirectly)



SWOT (at the intersection of growth and discovery)

Strengths:

- culture of collaboration that reaches all colleges and other universities
- supportive administration regarding collaboration (and overall positive work culture)
- faculty produce good research as well as quality performances without external support
- vibrant Omaha arts community



SWOT (at the intersection of growth and discovery)

Weaknesses:

- for some faculty limited experience with externally funded research
- thin financial backing, fewer opportunities to make bets on new ideas
- little history of turning IP into revenue producing products
- relatively heavy non-research responsibilities for the most productive researchers



SWOT (at the intersection of growth and discovery)

Weaknesses:

- lack of institutional regulation (some individuals and groups have overcome this obstacle)
- lack of graduate assistantships
- shortage of grant writing support
- quality of facilities (some laboratories and venues)
- markedly underfunded university



SWOT (at the intersection of growth and discovery)

Opportunities:

- collaborative research that is truly interdisciplinary
- center grants (interdisciplinary) support that enables the building of a team
- industry-sponsored work (some being done)



SWOT (at the intersection of growth and discovery)

Opportunities:

- additional community chairs and other philanthropic support that bring support for discovery
- cluster hires (we have made a few such hires, we can improve our efforts)
- community-engaged and applied or action research



SWOT (at the intersection of growth and discovery)

Threats:

- reduction in grant money available (federal and state)
- poaching of best faculty
- competition (for grants, faculty and staff)



SWOTI (at the intersection of growth and discovery)

Threats:

- economic conditions affecting state budget
- negative public and legislative attitudes regarding university support
- uncertainty regarding the transition (transition to what?)



With Respect to Discovery and Growth

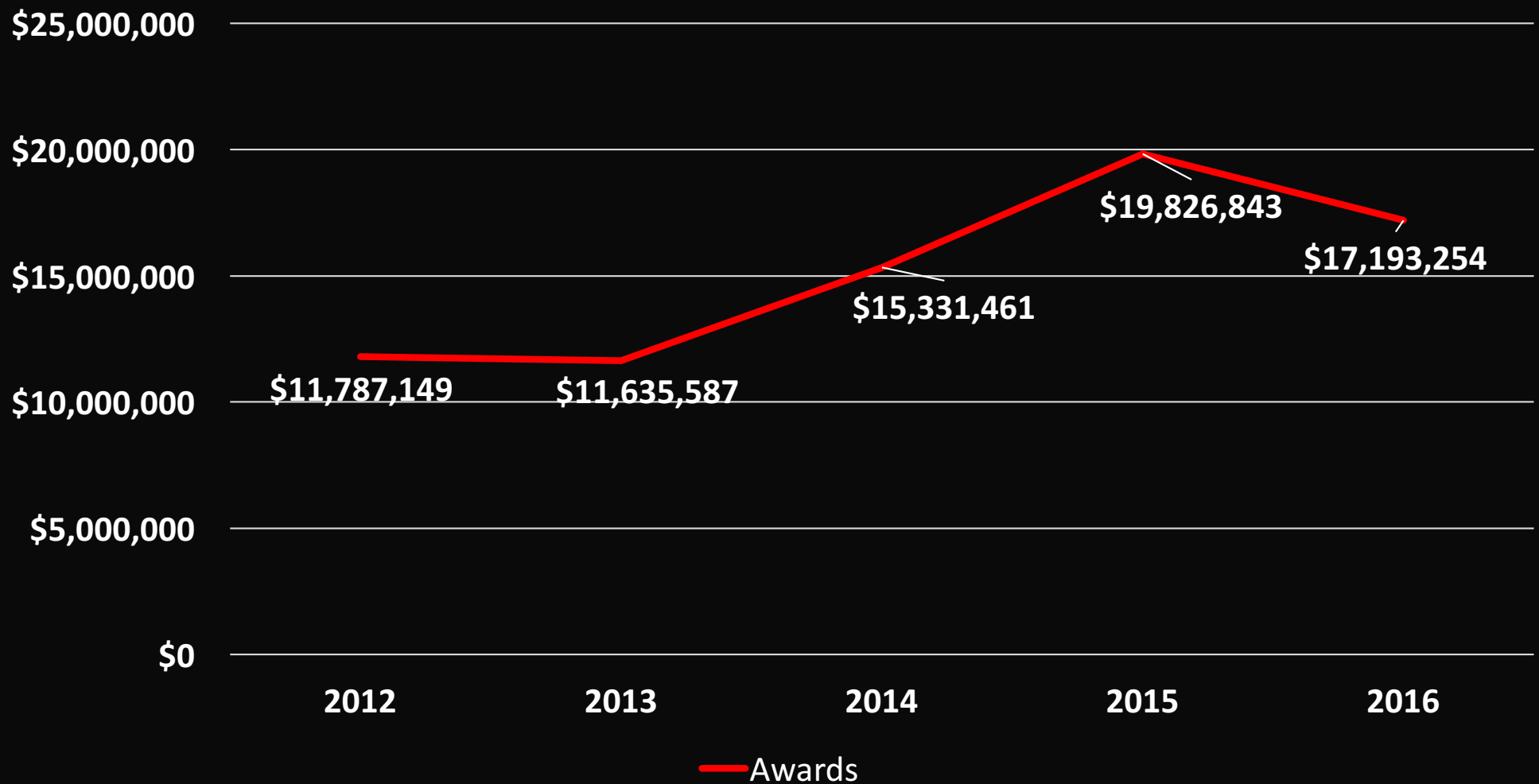
- Where are we now?
 - How did we get here?
 - How fast did we get here (linear vs. geometric growth)
 - Who has contributed to growth?



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UNO Grant and Contract Awards 2012-2016

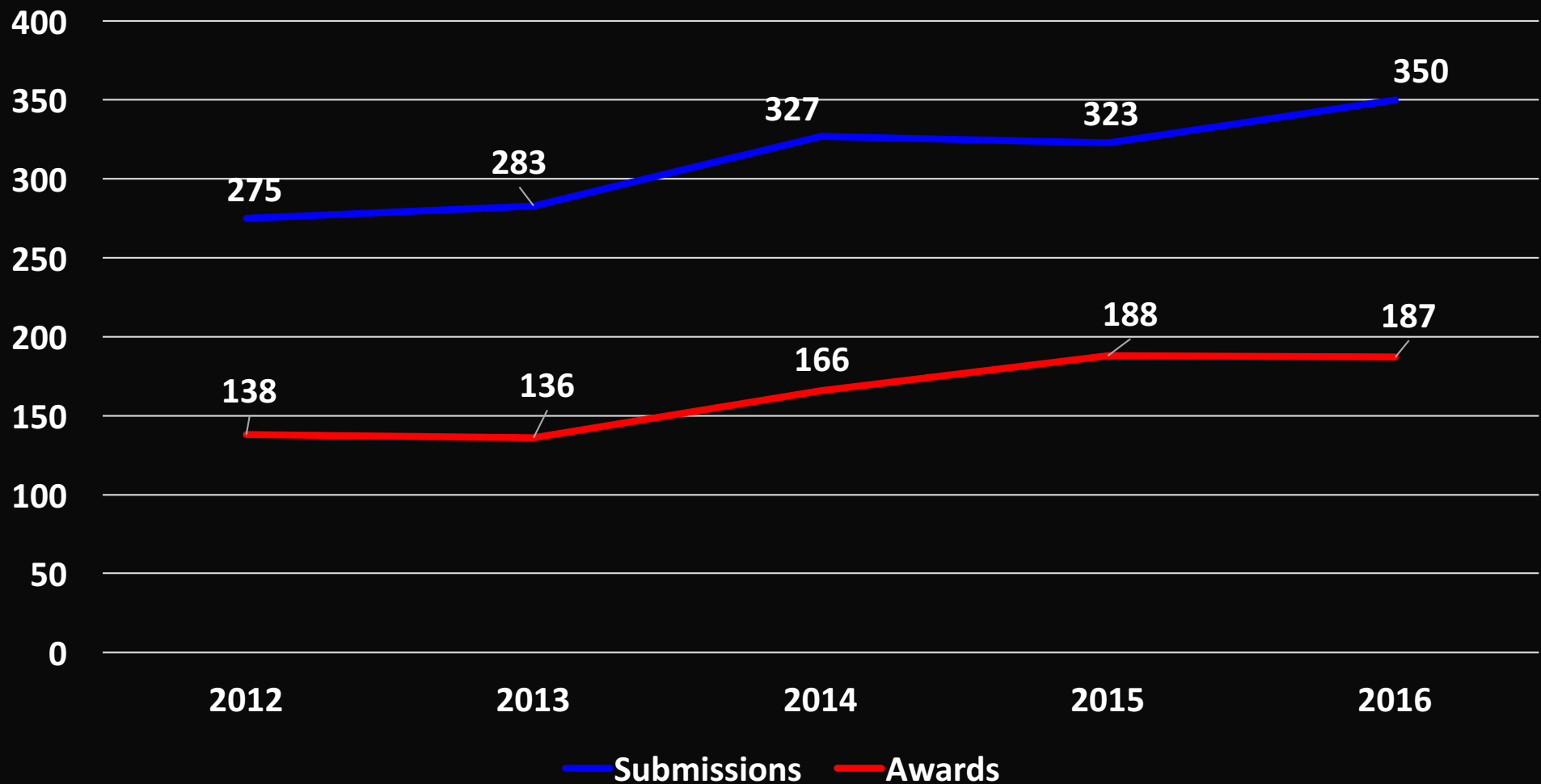
Awards FY12-16





UNO Grant and Contract Submissions 2012-2016

NUMBER OF SUBMISSIONS AND AWARDS FY12-16





- Where are we going (including our aspirations)?
 - Who will take the lead?
 - Are we going alone or with partners?
 - What resources are needed to get there?



- What are the next steps (short and long term)?
 - Identify 5-15 programs with potential and momentum
 - Vet these programs to reduce the list (or not)
 - Invest resources in the short list of programs
 - Find new resources for these programs (grants, contracts, philanthropic)



- Do not ignore programs that do not make the list, some will not have a funding source
- Be open to adding new programs to the list as they show potential and establish momentum
- Periodically rebalance the portfolio (this means that we must be willing to critically review and potentially eliminate programs)



What Have We Missed

- Value of the intersection among educate, discover, and engage
- The potential tension among those three pillars (resources and recognition)
- The wide-range of horizons seen by UNO, its colleges, its programs, and individual faculty and staff

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Transition Advisory Council

Engage Pillar
Sub-Committee



What is Engagement?

- People Being Connected and Feeling a Part of
 - Campus life
 - Culture
 - Success of Students
 - Success of Omaha
- Leveraging Personal Connections
- Understanding the Spectrum of Engagement from Naysayer to Supporter to Advocate



Who is Our Audience?

External

- Community
 - Business leaders
 - For Profit
 - Non Profit
 - Opinion leaders
- Alumni
- Military
- Educators
 - Public and Private Sector
 - K-12, Community College, Higher Education
- Funders
 - Donors
 - State Legislature
 - NU Foundation
- Peer Groups
- Leading National Engagement Groups and Funders

Internal

- Faculty
- Staff
- Students
- NU System
 - UNMC, UNK, UNL
 - Institutes
- Colleges
- Organizations
- Athletics
- Enrollment
- Academic and Student Affairs



Strengths and Weaknesses

Strengths

- Metropolitan Omaha Location
- Relationships with Educators
 - K-12
 - Metropolitan Community College
- Community Engagement
 - Baxter Arena
 - Barbara Weitz Community Engagement Center (CEC)
 - Non-profit organizations
- Partnership with UNMC
- Military Engagement, STRATCOM, National Security and Defense Research
- Nebraska Applied Research Institute
- One-third of UNO's Strategic Goals Names Engagement as Priority
- Leader in Distance Learning

Weaknesses

- Alumni Bond
- Understanding of Mission
- Lack of Resources
- Relationships with Business
Community need to be Strengthened and Broadened
- Lack of Strategic Engagement with Elected City and State Officials



Opportunities and Threats

Opportunities

- Business and Non Profit Relationships
- Workforce Development
- Increased Alumni Engagement
 - 100,000 Alumni, over half are in Omaha
- Baxter Arena
- Philosophy of Engagement/Expectation
- Leverage Opportunities and Partnerships with NUF, UNO, UNMC and NU Central Administration
- Media
- Emerging Kitchen Cabinet(Campus-Wide)
- Expand Role of NBDC
- Expand Engagement from Metro to Central and Western Nebraska
- National Connections- CUMU
- Expand engagement with North and South Omaha

Threats

- Loss of Key Faculty and Staff That Are Now Engagement Conduits
- Leadership Changes at Major Business Partners
- Creighton University Competing for Local Mind-Share
- Resource Constraints
 - Federal
 - State
 - University Budget
- Disconnect with Taxpayers and Legislators
- Disengaged Chamber
- Unfavorable Media Messages
- Changing Landscape of Higher Education
- Current Transitional Period



Action Items

- **Currently Engaged**
 - Alumni Association and Foundation Integration with Alignment to Campus
 - Develop an Alumni Engagement Plan from Matriculation to Graduation
 - Tracking Engagement Data Points to Help Understand Opportunities
- **Needs Engagement**
 - Establish “UNO Engages” which is a committee made up of Representatives of Each College, as well as the Chancellor’s Office, to Develop a Plan to Engage with Constituents
 - Identify Departments and Programs with Potential Synergy with UNMC and Explore Collaboration
 - Utilize NBDC as the Tip of the Spear to Engage Omaha and Regional Businesses
 - Survey the Top 50 Employers in Omaha about Their Needs from UNO
 - Develop Case Statements and Fundraising Plans for Programs And Facilities at UNO that will be Active by 2025
 - Explore the Potential for Degree Granting On-Line International Programs
 - Take a Hard Look at UNO’s Metrics to See if Changes are Needed

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