

Memorandum

Date: September 22, 2017

To: UNO / Transition Advisory Team

From: CFAR / Carey Gallagher and Jennifer Tomasik

Subject: **Executive Summary of the Transition Advisory Team Meeting**

This memo captures themes from key discussions, notes, observations, and materials from the first work meeting of the Transition Advisory Team (TAT), held on Wednesday, September 13, 2017. The purpose of the meeting was to advise to Chancellor Gold about his leadership transition, specifically regarding priorities and any gaps from the ideas generated in recent Transition Advisory Council (TAC) meetings focused on Growth and Brand.

The memo is organized as follows:

SECTION	PAGE
I. Introduction	2
II. Implications of and Priorities for Growth	3
III. Implications of and Priorities for Brand	4
IV. CFAR's Observations	5
V. Concluding Remarks	6

Appendices

- Chancellor's Presentation
- UNO Transition Advisory Team Meeting—One-minute Essay Themes

I. Introduction

Purpose of the Initiative and the Transition Advisory Team (TAT)

The TAT 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 the most of the transition in leadership for UNO.

The TAT's role in this process is to review the preliminary output of the TAC in order to help identify any potential gaps and to give Chancellor Gold recommendations about the priorities on which to focus. This TAT meeting was focused on the topics of Growth and Brand.

Meeting Objectives

Specifically, the objectives of the first TAT meeting were to:

- ▶ Discuss the findings from the TAC sessions on Growth and Brand,
- ▶ Identify potential gaps, and
- ▶ Explore the implications and identify priority areas to help accelerate the Chancellor's transition.

With 70 members of the TAT in attendance, a 51% meeting evaluation survey response rate, and a lively discussion and take-up of the prioritization work, we observed that the objectives were met for this meeting.

Chancellor's Remarks

Chancellor Gold started by thanking the TAT members and reminding them that the meeting was another opportunity for him to learn in an engaged way. He also reminded the group that the TAC meetings were organized around five topics: Growth, Brand, Efficiency, Culture, and Outcome, and that those topics were viewed through three different lenses: Educate, Discover, and Engage.

Chancellor Gold also urged TAT members to:

- ▶ *Stay focused on the horizon, while advancing the work in the present*—He noted that the difficulty of this task varies both over time and with the need to understand and align with stakeholder perspectives of what is on the horizon.
- ▶ *Attempt to face the blatant truth*—Chancellor Gold noted that facing the blatant truth in these conversations is critical as a way to support his understanding of UNO as an institution in the transition. The TAT can help focus the TAC's take on the blatant truth.
- ▶ *Continue to develop relationships through this work*—It not only helps the organizations align but also helps people increase their willingness to engage together with the challenges of balancing today's work with the horizon, and with acknowledging the blatant truth.

- ▶ To close, the Chancellor set up key themes from the work of the TAC on Growth and Brand, and asked the meeting participants to engage with them at their tables.

II. Implications of and Priorities for Growth

As the work of the TAT meeting was to prioritize and identify gaps in the work of the TAC meetings on Growth and Brand, TAT members reviewed key themes from each session, reflected on their comparative usefulness to the Chancellor in his transition, and individually recommended a prioritized set of themes for Growth and for Brand.

These themes were recommended most often as a top priority by the largest number of TAT members in the pre-work:

1. Strong potential for growth
2. Enhance access to UNO to enable growth
3. Expanding student experiences in their field

In the meeting itself, TAT participants discussed their rationale for prioritization and tables nominated priorities. The prioritization shifted based on these conversations:

1. Partnering with key organizations
2. Expanding student experiences in their field
3. Strong potential for growth

The shift could be attributed to the depth and texture of the table conversations, added to the concept of growth. With more detail from individuals about the opportunity they see, tables may have felt able to reach farther beyond the suggestion that there is “strong potential for growth” across many facets of UNO.

During the table report-outs from the prioritization discussions on the Growth priorities, four main priorities emerged, including:

- ▶ *Leveraging relationships and partnerships is key*—There was a strong sense that people felt the need to maintain critical relationships, such as that with the Omaha business community, and develop new partnerships in order to grow. TAT members noted that this is an important part of what UNO is.
- ▶ *Providing students with meaningful experiences leads to growth*—It was clear across each of the table report-outs that providing students with experiences in their fields is something that the UNO community strongly supports. Enhancing student experience not only helps to capitalize on various partnerships in the Omaha area to benefit students in the moment, but also can work to increase the value of the UNO experience for both students and employers. The more energy that UNO puts in to connecting students with the community, the more value the community sees in UNO, which ultimately is the best indicator for growth.
- ▶ *Alumni relationships are critical*—Across the table report-outs, there was a sense that building relationships with students, and then maintaining those relationships post-graduation, is a clear way to grow UNO. Connecting with alumni and inviting them to share

their positive stories and experiences at UNO would provide tremendous value for the growth of UNO.

- ▶ *Diversifying revenue streams*—A major priority across all growth conversations was finding solutions to resource opportunities. TAT members talked about the importance of aligning resources for growth in order to be successful. There were different ideas about how to find solutions to resource opportunities—such as collaborating with other campuses and increasing UNO’s online footprint. It was noted that resources always play a critical role when it comes to growth.

III. Implications of and Priorities for Brand

These themes were recommended most often as a top priority by the largest number of TAT members in the pre-work, and were also recommended in this order by tables after their conversations about the pre-work themes:

1. Build on excellence
2. Storytelling is incredibly powerful
3. Leverage value

During the table report outs on Brand, several priority focal points rose to the top, including:

- ▶ *Building on excellence*—The majority of tables felt that continuing to evolve the narratives that can sometimes hold UNO back, through marketing and branding, is a high priority. Several groups noted their disappointment in hearing harmful stereotypes floated in the TAC conversation, as they are stereotypes that these TAT members feel the university has shed. TAT members pointed to the great efforts UNO has made to move beyond these messages, such as rejuvenating the campus and adapting to be more of a residential versus a “commuter college.” There was a desire to leave the old, negative stereotypes in the past, coupled with the acknowledgement that there is still work to be done to build on the excellence already underway.
- ▶ *Storytelling is incredibly powerful*—Across the various tables, it was clear that storytelling—communicating a unified message from diverse and unique angles—must be a high priority. TAT members were excited because they felt like storytelling as a brand ambassador for UNO is something that anyone could do—as long as they are taught how to tell UNO’s story. One example of when students and faculty could help to be the UNO voice included helping student athletes to prepare a 30-second elevator speech about UNO to give when they’re wearing the “O” and are asked about the school in their travels to other campuses and areas. Another idea was to ask students and faculty who had selected UNO as their first choice for education or employment to tell their stories. One final element related to storytelling was thinking about not just diverse speakers, but also diverse *audiences*, and tailoring messages to them.
- ▶ *Leveraging value*—There was a strongly felt need to continue to build and leverage value, defined in these conversations as the notion of quality gained in relation to the cost to attain it. TAT members advised the Chancellor to keep cost in mind in the competitive market for educational excellence, but to rely on enhancing value by increasing quality within the relevant scope of offerings and programs that students and faculty want to see at UNO.

Several groups linked storytelling and leveraging value by saying telling stories and diversifying the message on brand are components of leveraging value.

- ▶ *Metropolitan identity and "UNO to the World"*—TAT members also emphasized the need to not only communicate UNO's designation as a metropolitan university, but also explore further the meaning of being a metropolitan university with aspirations to expand its global impact. While UNO is tied tightly to the Omaha community, participants noted that UNO's potential reach continues to grow as its student and faculty diversify, and as it grows its capabilities in education and research.

IV. CFAR's Observations

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

- ▶ *Alignment across TAC and TAT takeaways*—For the most part, TAT members focused on the priorities that the TAC developed, providing value through advising on which priorities the Chancellor should be most focused. TAT members generated some important ideas in their conversation, but identified few gaps in the TAC work. This illustrated strong alignment across UNO campus leaders on prioritization advice to the Chancellor.
- ▶ *UNO is living beyond its walls*—The omnipresent challenge in higher education of balancing a strong identity as an institution—while also contributing to and benefiting from being part of community, business, governmental, cultural, and other networks—is a balance that UNO is actively pursuing. The discussions had a strong focus on impact for students, for Omaha, and at the global level, which is indicative of thinking about the university as part of a larger ecology of value. This mode of thinking translates to tremendous potential for both Growth and Brand.
- ▶ *Engagement let people put blatant truths on the table*—The TAT members identified themselves as strong believers in the current and future potential of UNO, with some noting that the university was their first choice as faculty members. Many tables foregrounded the pride they felt in being part of the institution. However, this strong belief in UNO did not deter groups from putting difficult topics on the table and bringing them to the Chancellor's attention, including a small budget to propel the brand forward, facilities that need updating, and the difficulty of making the case for public education at the state level.
- ▶ *New ideas reflected aiming for the horizon as well as acknowledging blatant truths*—For the most part, TAT members agreed with the priorities that the TAC developed, and helped prioritize those, but there were a few new ideas that were brought to the table connected to aiming for the horizon as well as acknowledging blatant truths. One of those ideas was about upgrading UNO's facilities. It was noted that there is a need to understand prospective students' expectations of modernized facilities and to deliver on that expectation to remain competitive. Another new priority was about diversifying revenue streams. One table group mentioned that, in order to grow, UNO must develop revenue replacements for state aid. It was noted that state aid is declining and there is no sign that it will increase, so there is a need to be proactive in thinking about revenue replacements.

V. Concluding Remarks

The Chancellor commended the TAT for their work, noting the TAT members' intense focus and active engagement of the table group exercise led to thoughtful, considered reports. He then shared a few of his key takeaways related to both the Growth and Brand discussions:

- ▶ *Growth*—The high priority areas that the Chancellor noted related to growth included the great potential in education, research, and engagement; staying true to the metropolitan university identity; leveraging relationships, especially the one with UNMC; enhancing and leveraging the experience of the students; working on facilities and the student environment; and diversifying resource and revenue streams.
- ▶ *Brand*—Chancellor Gold mentioned a handful of high priority areas related to brand that he took away, including leveraging high value and not low cost of excellence; the unlimited, untapped potential; the power of storytelling, but the need for consistency and diversity when it comes to messaging; referring to UNO as a metropolitan university with an international impact (UNO to the world); focusing on what it means to have academic prestige, which is connected to the value proposition; and the balancing of brand between social values and revenue values.

Chancellor Gold concluded by inviting TAT members to share the experience that they had at the meeting with colleagues, students, and community members as a way to continue to promote the brand, develop further as UNO storytellers, and “live the O.”

UNO Transition Advisory Team Meeting—One-minute Essay Themes

From September 13, 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.

Question 1: What was your most important insight from today's session? Why?

► *Storytelling is a critical part of growing UNO*

- There was general agreement that storytelling is critical to growing UNO and enhancing its brand. That is encouraging to me, a storyteller. If we better tell our stories, we can address our growth priorities, enhancing our relationships with all the constituencies on campus and off. Those enhanced and new relationships will lead to growth. But it starts by telling stories.
- Our story is strong -> tell it strategically. Same page, all stakeholders (students, faculty, staff, alumni).
- We need our story to be told by students.
- We need to tell our story better.
- Need for full attention to storytelling/brand/brand ambassadors...because it is in my wheelhouse, but, more so, because it originates from science colleagues at our table.
- Hearing the various viewpoints—we have work to do—need to work smartly. The best compliment to a story is remembering it! Tell that UNO story!!
- How important it is to be ambassadors for UNO—change the paradigm of employees/faculty from being self-centric to having a UNO identity. Train faculty/staff. Do they even know how to have an elevator speech? This should be a part of their vocabulary. They should have ownership in the brand.
- Marketing is our key to growth. Marketing our program availability. Marketing our stories. Marketing our achievements. By utilizing various communication techniques, we can grow our programs and retain our students. Marketing can help us deliver our messages.

► *For the most part, there seemed to be a lot of alignment around the key priorities*

- For the most part, all of the tables prioritized our growth and brand initiatives very similarly, which means we're on the same page.
- There is a lot of agreement on what could be improved at UNO and how this could be accomplished. There was also a lot of passion about UNO and its trajectory.
- Easy engagement, relevant content. The atmosphere from seating to presentation of materials.
- Seems to be a fair amount of alignment around high/medium priorities.
- I found it extremely rewarding to participate in today's session. It reinforces my connection and energy for working at UNO. The focus groups shared some similar priorities, which suggests some areas to pinpoint moving forward.

- I'm seeing a very clear collaboration and process between the TAT and TAC. I'm glad to see a direct approach and addressing of UNO problems and opportunities.
 - That during discussions there was a lot of discussion that led to the same conclusion. Growth cannot happen without resources—excellence and diversity our brand.
 - I was delighted to see so much consensus and was happy that diverse views were also expressed.
 - This choir sings together. Basically, there is a fair bit of consistency of thought on UNO's goals and strengths. I have been here more than 30 years, and the basic narrative regarding UNO has change for the better and substantially. Nice to see.
 - Lots of agreement on major priorities. We are well on our way to providing Chancellor Gold with a thorough viewpoint of UNO.
 - A lot of agreement about general focal points and priorities exists, but there are a lot of specifics that need to be captured and incorporated into long-term planning.
 - Even within this divers group, clear priorities are emerging.
 - Overlap across the ideas means they can be woven together.
 - There was great similarity of participants' comments.
 - Consistency in beliefs across participants that we have moved beyond old stereotypes of a commuter campus and collectively view our campus as a metropolitan university with a global impact. Moreover, we collectively desire growth—in student experiences, in enrollment, in partnerships—a general sentiment of dynamic opportunities. Important because it underscores unity among stakeholders despite diverse positions in the university.
 - Internally, the faculty and staff has strong, similar vision for how to move the campus forward. Chancellor needs to listen and become a part of that internal pride to showcase it to our outside folks.
- *There is a desire to leave the old, negative stereotypes of UNO in the past because so much work has been done to correct them.*
- The university is not the place that it was thought of years ago. The mission, vision, and leadership have led the institution to grow physically and academically beyond the way it was thought of years ago. *Stop* the dialogue if it still exists.
 - I learned the negative phrases to describe UNO still exist. I certainly didn't know.
- *Questions about the future/going forward still remain.*
- UNO's mission seems crystal clear, but where we are going next after the transition or what may "change" while still remaining true to that mission is unclear and a bit scary yet exciting.
 - A focus on these high-level ideas and policies is important, and provides a forum for the UNO community to share their input is vital—but if this was all an exercise to make the campus *feel* involved, and if we don't see clear considerations and application of what came out of this meeting, it has the potential to damage trust.

- This almost seems like a strategic planning forum as opposed to something designed to help transition the chancellor. This doesn't mean its unimportant though. But a lot of the issues being discussed seemed too "pie in the sky..."
- ▶ *There was a recognition of the importance of sharing blatant truths.*
 - Not convinced that all blatant truths are being considered.
 - The blatant truths. I was impressed with the reflection, communication, passion of not only my table, but of the entire group. It always renews my passion for what I do and the university.
 - *Really* appreciate hearing everyone's blatant truths. It's time to move past even mentioning "University of No Opportunity." We perpetuate the problem by bringing it up and sound weak and defensive by saying - "we are not that anymore."
 - The James Stockdale paradigm was made very apparent. Lots of "positive" attention to "blatant truths" which allow us to focus on "horizons."
- ▶ *Tremendous passion and excitement exist.*
 - The passion that everyone has about the university and the willingness to help move the mission and visions forward.
 - Everyone is engaged and interested in UNO's success. Goals must be achievable. It was insightful to challenge what UNO should really be in the future. What is metropolitan—what makes that great? UNL is flagship—that role is taken. What does leadership honestly hope to see?
 - Pursuit of excellence!
 - The investment of university's faculty/staff to engage in this process and build on this engagement.
 - Tremendous amount of value and insights just waiting to be tapped!
- ▶ *There is value in being a metropolitan university with an international impact.*
 - UNO to the world. Our mission and brand need to reflect this. we are more than a "metro" university. Our students are diverse and not only do we have strong local relatives with the community, but the UNO "world" is even larger. We need to do a better job showing our academic excellence.
 - UNO is a metropolitan university of excellence and international impact!
 - The need for and potential for the institution to reframe its definition as a metropolitan university within a global context.
 - Need to clarify and specify the power of metro university and UNO's identity and vision.
 - We *are* a metro university, but our story is so powerful and extends beyond Omaha and certainly to all Nebraskans and around the world. 25% of our SCH production comes from online and while that aids Omaha residents in earning and a degree, it also provides the ability to live anywhere and learn with us.
 - Many of the hard facts came out for discussion. From identifying academic excellence to telling stories. Staying away from "metro university," should be present in metro but reaching out to world.

► *Students are extremely valuable assets*

- The students are the most valuable asset and they need to be a main focus in both growth and brand. They tell the best story, they are the reason why we are here.
- The community of discuss still shows traits of why me. The creep of we are out the show that I am this most important is still an issue in this process. I would hope that more focus will be on students, community, and global. Vision can come from this process.

► *Academic prestige was a considered as a valuable element.*

- “Institutional prestige” ties everything together. It drives investment, enrollment, and fortifies the value statement. If the current administrative environment and resource base impose barriers on faculty and students’ pursuit of prestige, “brand” strategies cannot compensate or camouflage this inherent contradiction.
- That the lack of PhD programs in areas limits academic prestige and it limits the level of research/grants generated. As revenue from state decreases, UNO needs to be proactive in looking at growing grant revenues and donors, then increasing tuition, then finally, the last thing should never be cuts unless programs has lost relevance to studies.

► *Growing resources is crucial.*

- Two areas were discussed: growth and brand. Seems to me the two are connected in a lot of ways. Growing is expanding facilities and resources will attract and retain more students who will also serve as ambassadors and storytellers in the future. Marketing resources need to be expanded as well.
- The varied opportunities of growth and collaboration, the need for resources during transition, the human capital, and while doing our day job.
- Everyone in the room wants UNO to be great. We need the resources to make it happen.
- UNO has great capacity for growth as a *metropolitan* university that is known for its excellence, but it needs a fair distribution of resources.

► *Collaboration is key going forward.*

- Engagement and collaboration across colleges and functions is key. This process will result in stronger strategic focus for UNO.
- Build and put together a strategy to increase, expand, etc. on prestige—eliminate mandates to that cap opportunities—e.g., only 1 PhD program in X in the staff.
- The growth and branding is heavily relying on the using available resources, but needs significant work in changing perception about UNO as the institution of choice for students. Increasing collaboration with UNMC can lead to substantial leverage of the resources.

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

- ▶ *Using brand ambassadors to tell positive, diverse stories will help this transition be a success*
 - We should employ our existing and tapped brand advocates to tell diverse stories that illustrate UNO's excellence and value, pointing to the strides it has made, the critical contributions it makes to Omaha, and to the world, and pointing to the numerous opportunities in front of us.
 - Storytelling—making sure chancellor Gold has heard as many of our stories as possible so he is comfortable telling our current sorties and blatant truths.
 - We need to all be flexible and positive. The story of UNO is powerful and will grow in power if the community hears about the true and excellent stories, programs, and research that are effecting their lives on a daily basis.
 - Brand and growth perspectives must always include the storytelling as part of the data-driven process. I've had a wide-range of diverse experiences at our talks. I would want to continue the format. Thanks for the opportunity.
 - Building on current/showcase success stories. Develop diversified approaches to growth in both UNO and UNMC.
 - We need to have true champions for UNO to carry important messages to UN system administration, to the legislature, and to the populace so that we can continue to serve all of them well and prosper in doing so. We must do our share, but champions help make the difference. Thanks!
- ▶ *Communicating effectively will be important, especially in terms of ongoing feedback*
 - Communicate in simple terms. Action items.
 - *Ongoing* feedback and engagement opportunities for *all* faculty, staff, and students beyond this transition phase, because there is a wealth of knowledge/expertise/vision that UNO can benefit from now and in the future.
 - Keep talking to all about the process, so it is open and allows for input.
 - 1) Continue ongoing communication! Dialogue is critical during transition to gather input, face the blatant truth and forge forward together. 2) Create steps to putting decisions into motion that think of all stakeholders.
 - Clear messaging, better community understanding of plans for UNO/UNMC.
 - 1) Continued communication is key. I've been impressed with this from the town halls, to the TAC group work and finally with this TAT group and their thoughts. I bring this information back to my colleagues and share. 2) Continued participation in the process—and feedback.
 - Make sure that the details of the process are communicated widely to multiple constituents. This keeps people updated *and* shows our commitment to continued excellence for UNO.
 - 1) Communicate with peers about the opportunities. 2) Invest grants with UNMC faculty.
- ▶ *Honesty and blatant truths are a must*

- Acknowledge what we are doing well. Acknowledge where we are falling short. Honestly.
- Blatant truth in communication between leadership and faculty/staff/students. Less sugar coating and formality. Alumni are key.
- I found this session very useful. Hearing from faculty/staff from different areas was insightful. Keep it diverse and open -> continue to look for excellence and confront "blatant truths."

► *Continuing to build on excellence and UNO's strengths is critical*

- Continue moving to the 1 most important thing—whatever it is. The institution will not organize for the changes required if a prioritized set of principles are not declared.
- Be mindful of those who have invested a lot in UNO and respect the progress that has already been made. Note that things could be much better and invest in improving those areas.
- 1) Stay focused on pursuit of excellence. 2) Articulate transition towards__?__.
- Focus on what UNO is great at, and building upon that. UNO makes a powerful impact in not just Omaha, this impact reaches globally.
- Maintain a UNO brand while maximizing the synergies of the UNO/UNMC campuses. What are we known for? Market that and make it better! What can we be known for as bigger and better than we have ever been with our partnerships with UNMC. How can we maximize and promote these? How can we make it better?
- 1) build on our strengths. 2) That additional resources are needed.
- Have clear outcomes/goals: understanding of the outcomes, resources to achieve, strategies/focus for priorities, collaboration.
- Build on strengths and go forward from there.
- Deep dive into existing org structures, foundations, and culture. Respect/build on what has been done to position UNO for the future.

► *Defining actions steps and getting more concrete will be valuable*

- Make sure that the work is communicated to the entire campus. Define actions steps to make this work a REALITY!
- Need to be transparent on how these themes, goals, etc., are going to be operationalized. I would like to get to discussions on how we can implement these strategies as a department. These are political barriers and internal stakeholders and decision makers that still are not on board with having one chancellor between UNO and UNMC and the changes in UNO direction. How can this be addressed?
- Outcome document and plan to move forward with timeline.
- At its completion, have some sort of capping or task force, like Wright State in the 90s, to firmly establish us as the leader in state. Task forces around our expertise in economic development and education, tech, etc.
- It's not enough simply to know; we must develop realistic action plans that can be implemented, measured, and celebrated.

► *Continuous follow up and involvement engagement of stakeholders will enable success*

- Follow through on the outcomes of these meetings.
- Continue to provide input from myself and others to help with the transition process. Keeping others involved and informed is so important to keep people engaged and excited that we are on the right path.
- Provide a written summary of each group's top priorities. Hopefully, the blatant truths were captured. Powerful stuff and great energy! Thank you.
- The new branding must involve all levels of the institution and not only in communication but also in implementation. Growth must be not only in numerical aggregates but in reference to the institution as educational (faculty, students, etc.).
- Continue asking for structured feedback and then provide clear summaries of what has been done with our feedback and information. Thank you.
- Keep listening to "us." We are great resources who love working together. Being a great metropolitan university which is important to us but not to students and parents. No one grows wanting to go to a great metro-university, just a great university. Metro is our term, not theirs.
- Follow through—you must show you have taken these ideas and that it leads to noticeable action. Student—students lead to communities, communicates create, changes are as a society. UNO Can be a conduit to a diverse and better society.
- Keep listening to the people. Act on what you hear.
- Continue these homework assignments and roundtable discussions. Continue providing us with feedback so we can keep delivering helpful advice.
- 1) Not add to the anxiety of the time. We need to know that these ebbs and flows occur. 2) Actively participate in the process.
- Greater transparency and opportunities for input about the developments of leadership positions and identification of particular individuals to fill those positions.

► *Having competent, open-minded leaders and holding them accountable will be critical*

- It's not about faculty (they can actually be the problem). It's all about leadership.
- Get open-minded leaders low in narcissism—people who can listen, not just talk.
- Expect change and hold the right people accountable. I believe access issues are our #1 problem restricting growth, and there are key individuals/roles on this campus that can be empowered and held accountable to *improve access* and change policies that restrict access, even if these policies span a wide range of offices and touch points on this campus.
- Continue to push us to the next level despite blatant truths, limited resources or limiting perceptions. Identify those individuals who are *positive* leaders (regardless of position or "home") and capitalize upon them as part of the early adopters of the continual momentum that is so apparent across varied constituents. Learn and acknowledge the campus value and level that we have a large breadth and depth of partners (community, business, agencies) with whom we should have *reciprocal* relationships. This was awesome!

- ▶ *Having the right resources in place will help this process*
 - Match passions/goals with resources.
 - 1) Build infrastructure that *supports smart growth*. 2) *Listening and acting* on the blatant truth!! “All about the people—win with people.”
- ▶ *Focusing on the social mission in addition to revenue is important*
 - The transition council should have been ____ away the team. Not select group, who are out of touch with reality. Growth should measure “academic” value not just revenue.
 - We must adhere to our metropolitan mission. Not everything is transactional, e.g., having the potential to generate revenue in exchange for interaction or collaboration. Too often I hear revenue generation associated with engagement or discovery. In a metropolitan construct, not everything generates a ROI for the institution. This will define the success of the chancellor’s transition.
- ▶ *Leaving old, negative stereotypes in the past will allow UNO to focus solely on the future*
 - Ensure those coordinating the process are as on board as leadership. Help the move forwards by proving long term staff the opportunity to let go of “the way things were.”
 - As mentioned in the discussion high quality, potential that is untapped needs to be conveyed to the public to offset “pre-existing” opinion about UNO as “low quality” or “last resort” type of school. UNO community seems to move on, the public might have not still.



UNIVERSITY OF NEBRASKA AT OMAHA





UNO TRANSITION ADVISORY TEAM

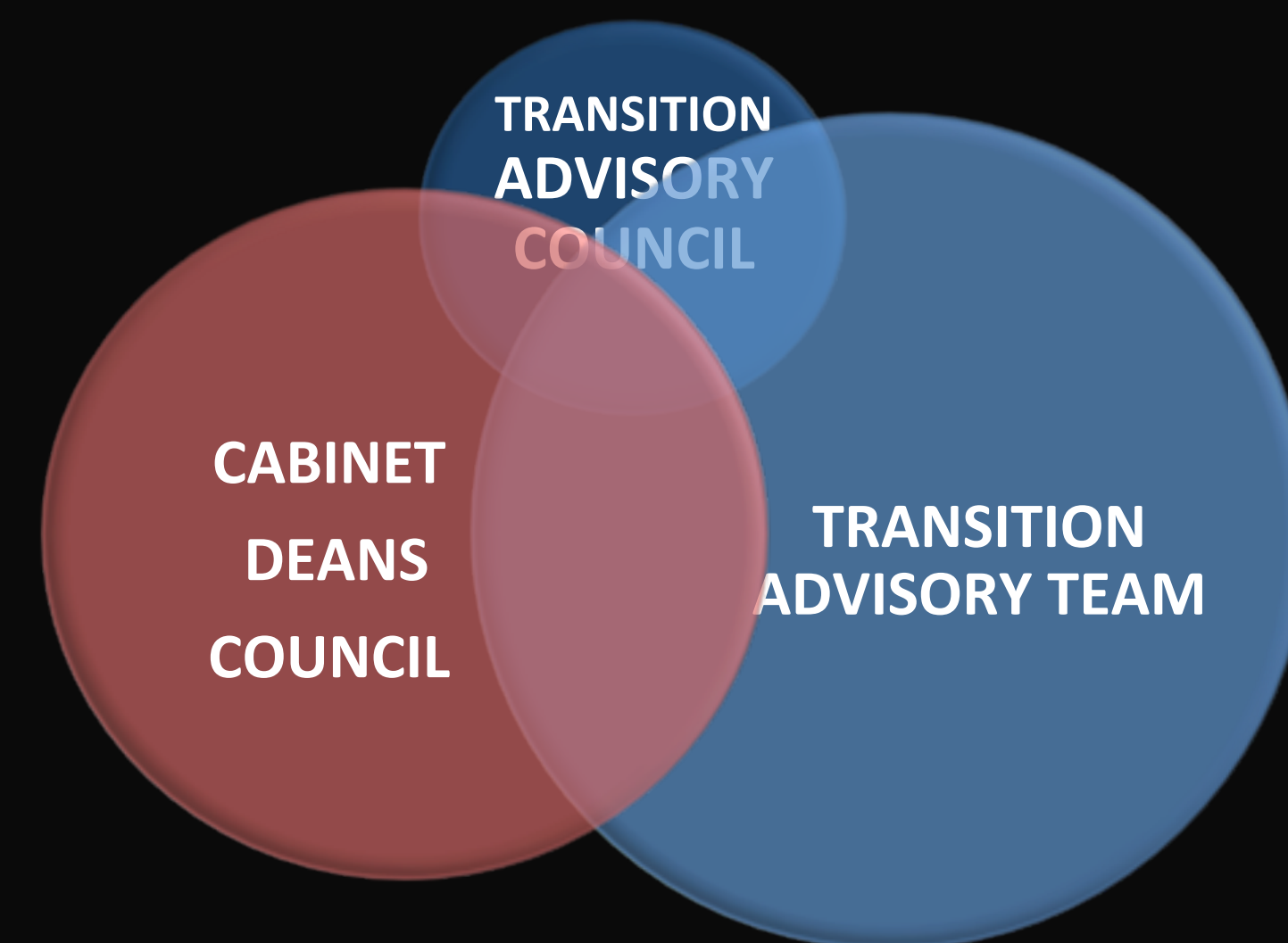




UNO TRANSITION ADVISORY TEAM

The intent of this transition plan is to help:

- o Gain a 360° understanding of the strengths, opportunities and challenges of UNO 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 Transition Council and Team as widely as possible: Learn leadership team, faculty, and staff 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.





UNIVERSITY OF NEBRASKA AT OMAHA

UNO TRANSITION ADVISORY TEAM

TRANSITION

MEETING II - September 13, 2017

UNO GROWTH & BRAND



BREAKOUTS

EDUCATE

ENGAGE

DISCOVER

UNO Transition Advisory Council

Today's agenda

1	8:00 - 8:15 AM	Welcome, Purpose & Overview of the TAT Meeting
2	8:15 - 9:00 AM	Exploring the Implications and Priorities for Growth <ul style="list-style-type: none">- Brief Framing of Growth - Chancellor Gold- Table Discussions - All- Full Group Debrief and Discussion - All
3	9:00 - 9:50 AM	Exploring the Implications and Priorities for Brand <ul style="list-style-type: none">- Brief Framing of Brand - Chancellor Gold- Table Discussions - All- Full Group Debrief and Discussion - All
4	9:50 - 9:55 AM	One Minute Essay
5	9:55 - 10:00 AM	Reflections & Closing



UNIVERSITY OF NEBRASKA AT OMAHA

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.



UNIVERSITY OF NEBRASKA AT OMAHA

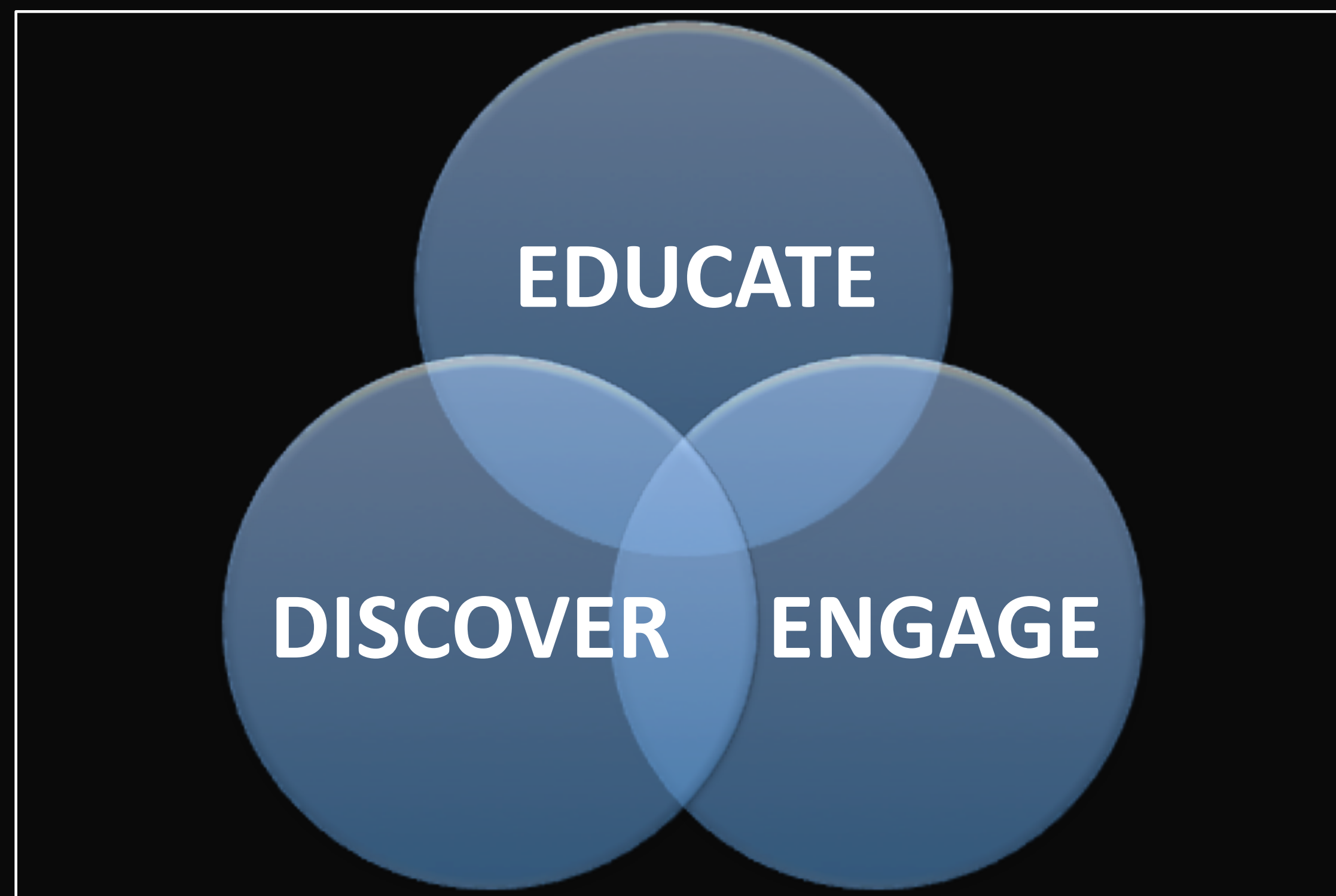
VISION

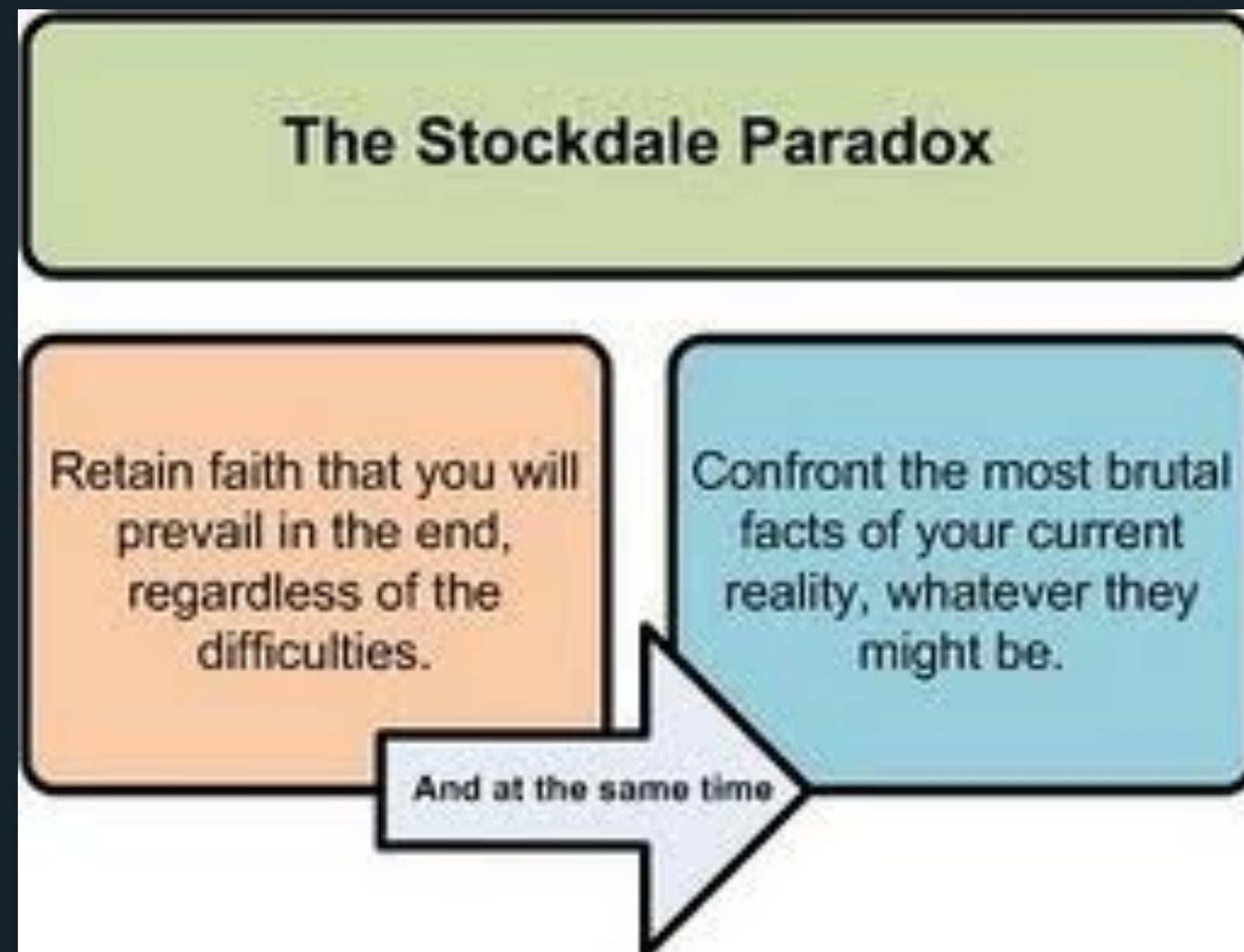
The University of Nebraska at Omaha will be a metropolitan university of high distinction nationally and internationally — a university with strong academic and scholarly values distinguished by creative relationships with the communities we serve.



UNIVERSITY OF NEBRASKA AT OMAHA

PILLARS



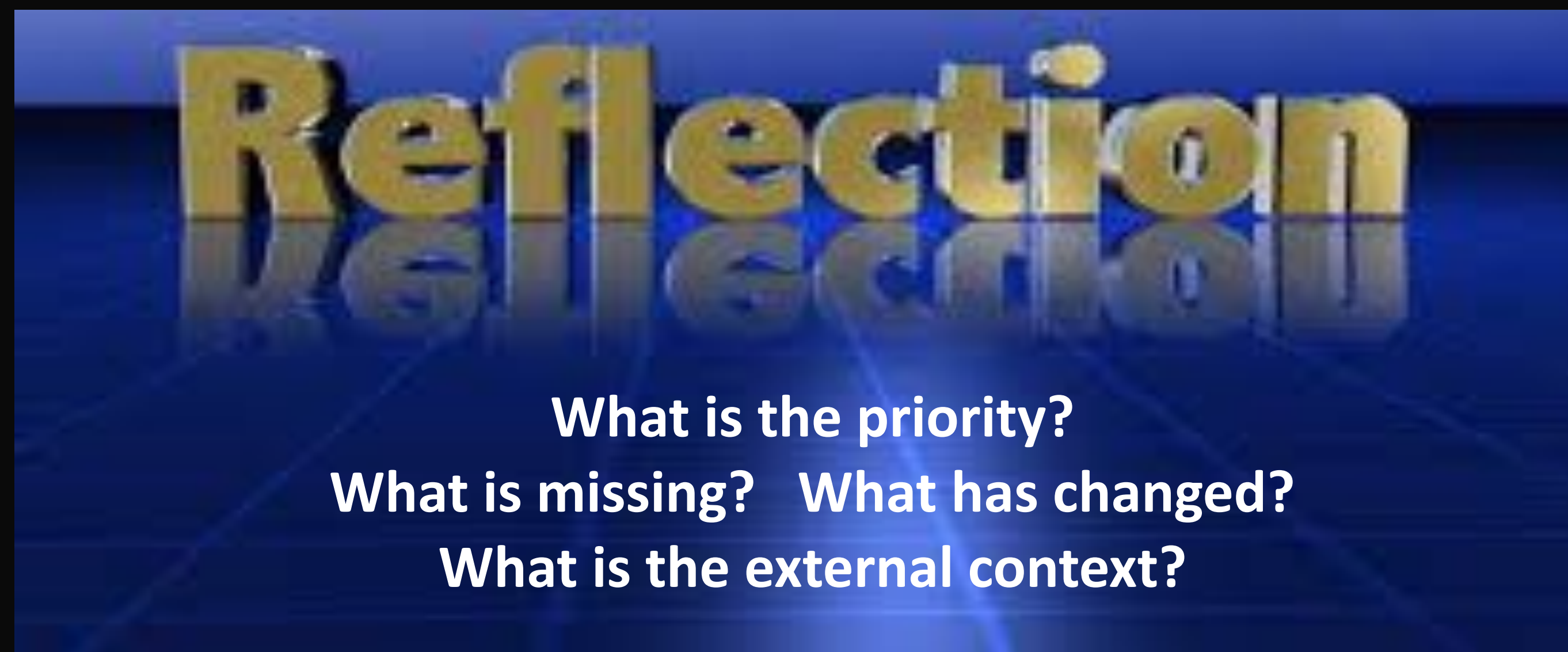
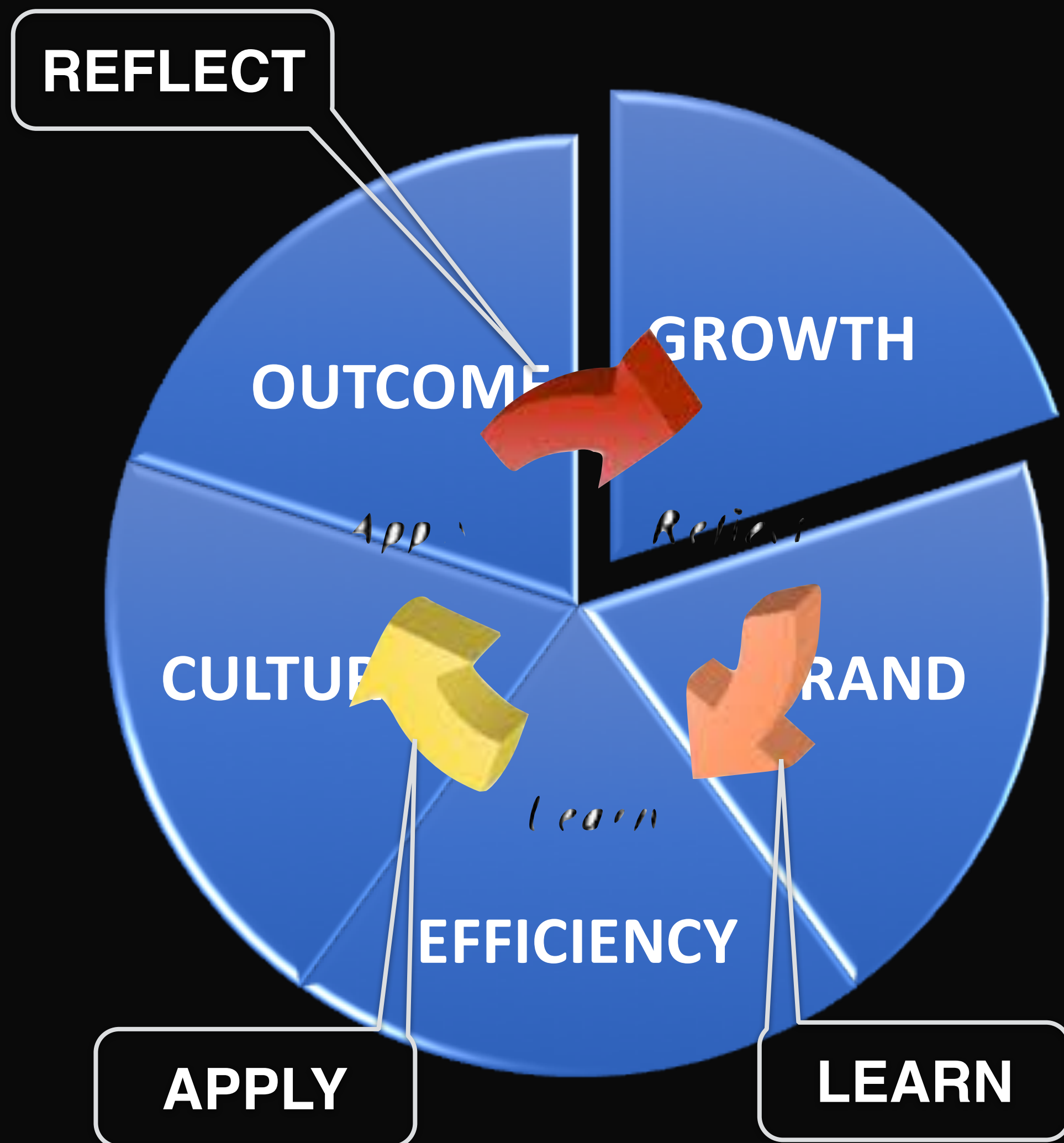


**Always face the blatant truth
Always focus on the horizon**





UNO TRANSITION ADVISORY TEAM



Always face the blatant truth
Always focus on the horizon



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

- **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.
- **Strong 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.
- **Identified 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.

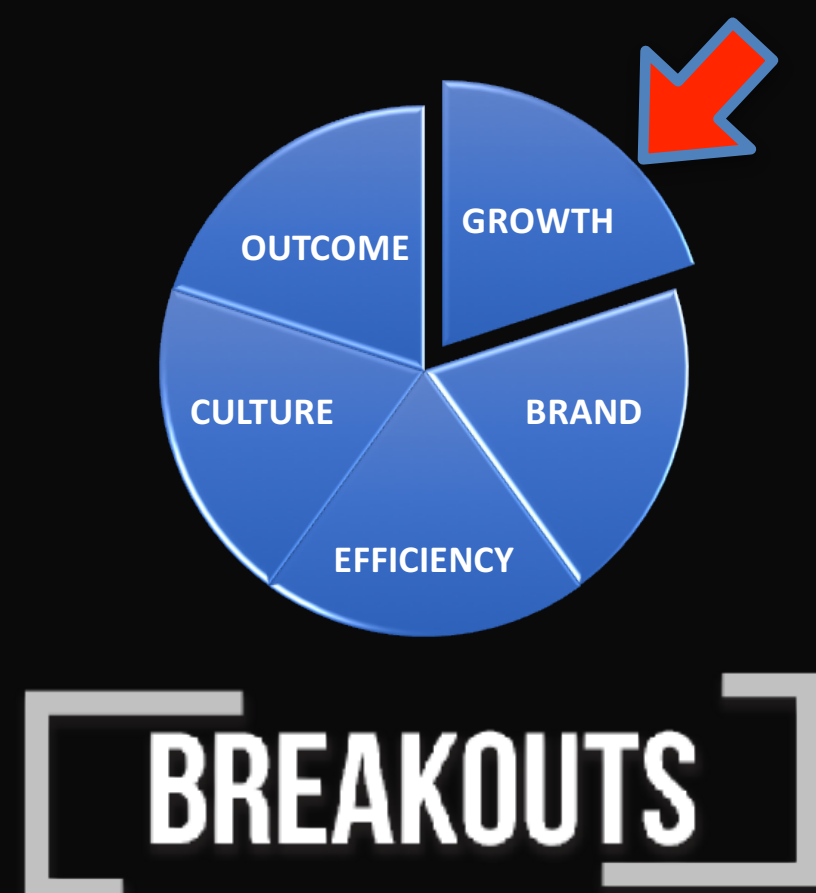


BREAKOUTS



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

- **Partnering with key organizations**—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. A few sub-themes included:
- **Leveraging relationships**-building skills in establishing partnerships—Omaha is a close-knit community with a deeply supportive philanthropic community. Making use of existing skills of administration, faculty, and staff in building relationships can make the difference in launching successful partnerships.
- **Finding creative solutions to resource opportunities**—Identifying partners for educational programs or research who need UNO's expertise, students, or other resources to succeed can help launch projects and programs.



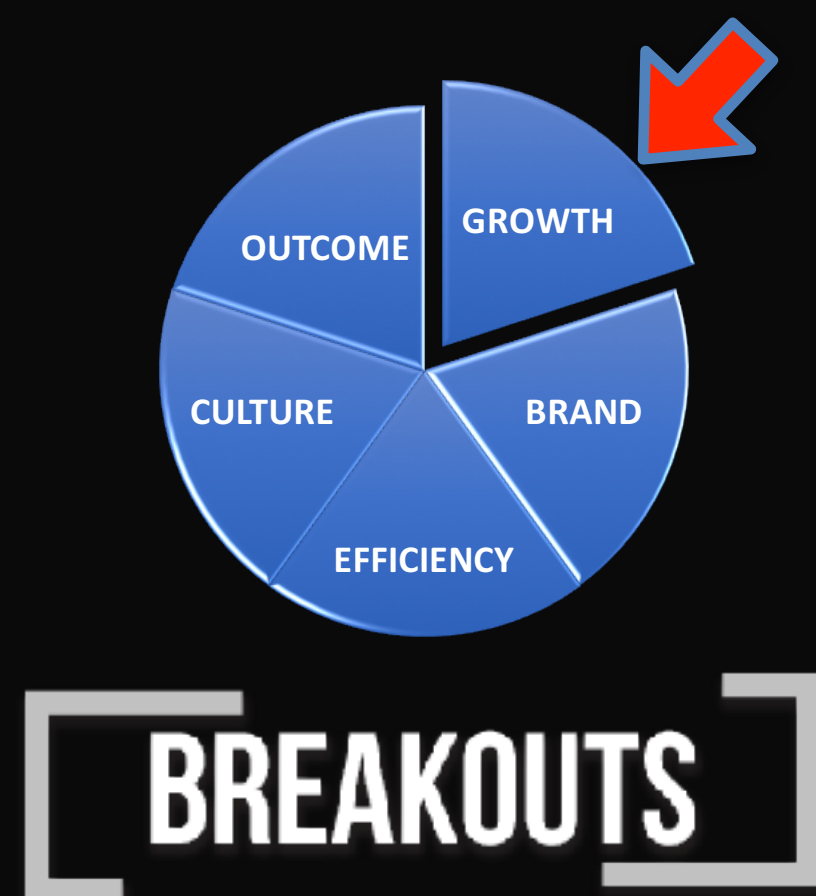


Themes Across the Pillar Group Presentations on Growth Presentations (3)

☐ **Enhance access to UNO to enable 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 such as:

- Enrollment and registration bottlenecks that hinder growth
- Mid- or longer-term growth potential ideas, including building flexibility into the system
- Identifying additional space and qualified faculty available during times that students prefer to attend class
- Targeting access to online and dual degree programs

☐ **Enhance collaboration with UNMC to enable growth**—Many of the groups believe that increased collaboration with UNMC at the infrastructure, administrative and academic levels will create resources, new academic opportunities and growth.





Themes Across the Pillar Group Presentations on Growth Presentations (4)

- **Expanding student experiences in their field**—As students and employers look to universities to continually provide additional value for their investment in education or recruitment, respectively, student internships can differentiate UNO.
- **Firming up the research focus**—Several presenters and others mentioned aspects of UNO's research portfolio that could be further developed and communicated. There was also potential for faculty development around research issues, such as tech transfer and working with IP, representing UNO and their fields at conferences, and other topics.
- **Potentially Missing Theme(s)**—



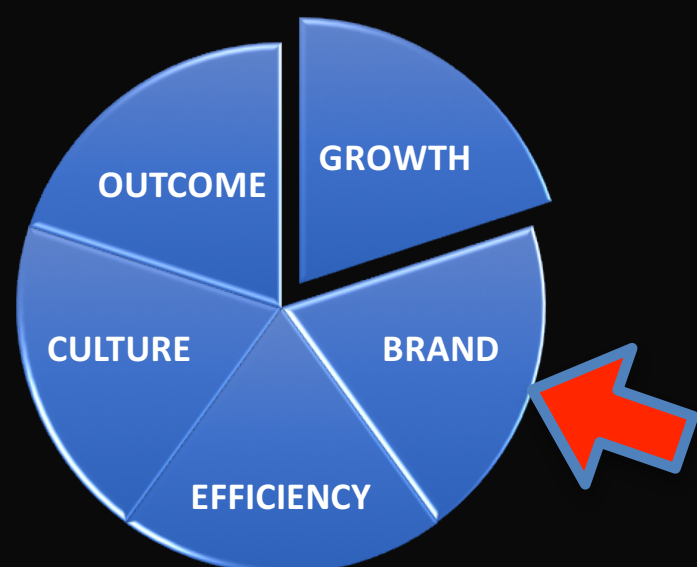
BREAKOUTS



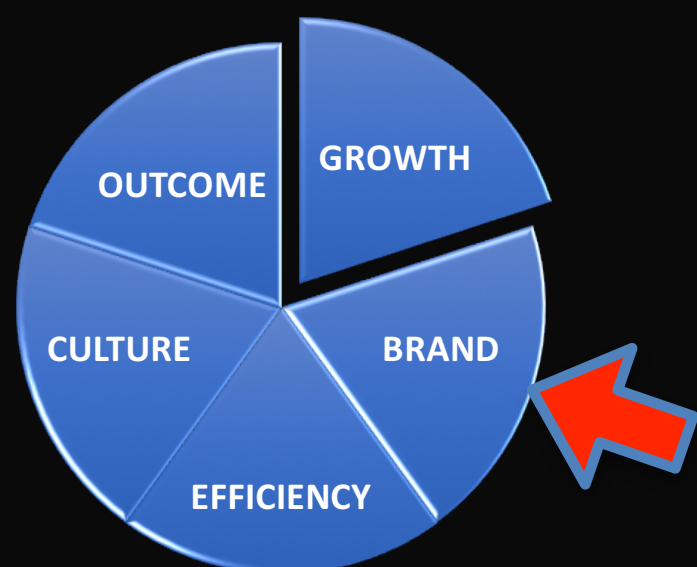
Themes Across the Pillar Group Presentations on Brand Presentations (1)

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.



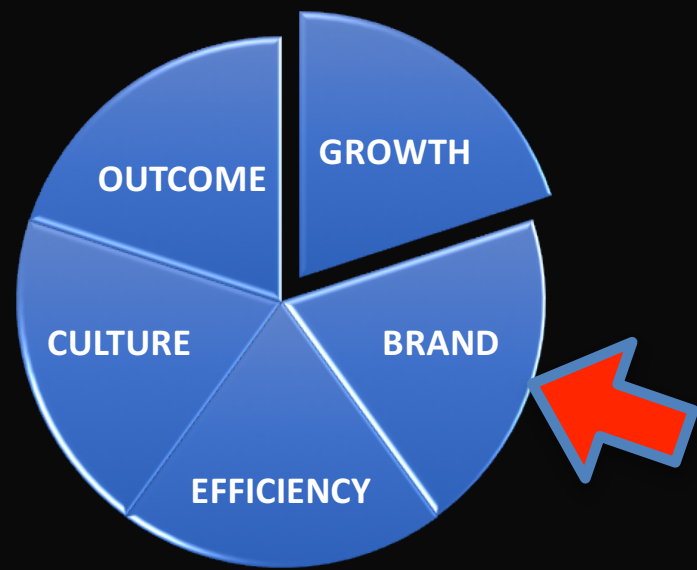
BREAKOUTS



BREAKOUTS

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

- **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

Themes Across the Pillar Group Presentations on Brand Presentations (3)

- ☐ **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. Chancellor Gold made it clear that harnessing the force of brand ambassadors is a huge and important opportunity for UNO.
- ☐ **Potentially Missing Theme(s)-**



UNIVERSITY OF
Nebraska
Omaha

