

Memorandum

Date: November 1, 2017

To: UNO / Transition Advisory Team

From: CFAR / Jennifer Tomasik, SM, FACHE

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

This memo captures themes from key discussions, notes, observations, and materials from the second work meeting of the Transition Advisory Team (TAT), held on Friday, October 20, 2017. The purpose of the meeting was to advise 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 Efficiency and Culture.

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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 Efficiency and Culture.

Meeting Objectives

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

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

Chancellor's Remarks

Chancellor Gold started by thanking the TAT members for all the time they have dedicated, not only during the meetings, but also in the preparation and follow-up work. He provided a brief summary of the previous TAT meeting, and reminded participants of the goals of this process, guided by UNO's mission and the three pillars that support it: Education, Discovery, and Engagement.

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. The TAT can reaffirm or take further the TAC's perspectives on the blatant truth.
- ▶ *Make space for everyone's voice*—While there were many helpful comments provided in the feedback from the last session, one comment in particular underscored the need for all voices to be heard. This requires space to talk and the ability to listen. In order to practice meaningful listening, you have to give other people the space to enter the conversation. Chancellor Gold asked that people spend a few extra minutes really listening to the others at their table. He reminded everyone that the themes from these meetings should be built on the diversity of everyone's opinions, not just a select few voices.

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

II. Implications of and Priorities for Efficiency

The TAT's work is to review the TAC's output, identify potential gaps and help the Chancellor to prioritize the most important issues facing the campus. This session focused on the topics of Efficiency and Culture. 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 Efficiency and for Culture.

The themes below 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. Clear communication is crucial
2. Better use of data and metrics for decision making is needed
3. Lean does not equal efficient

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

- ▶ *Clear communication needs to be evident everywhere*—It was clear across each of the table report-outs that communication plays a big role in efficiency. When people communicate with one another about opportunities and challenges they are facing both internally and externally, redundancies are eliminated and efficiencies are gained because people are not doing extra work. There was a sense that communication is a cross-cutting theme that underlays every aspect of the work needed to further strengthen UNO.
- ▶ *Better use of data and metrics for decision making is needed*—Across the table report-outs, there was a shared sense that using data and metrics in a more thoughtful way to support decision-making would allow UNO to be more efficient. There was a strongly felt need to have thoughtful conversations about the metrics and the ways data is collected. Further thinking is needed to determine where UNO can have the greatest impact and what data is needed to provide the information that guides effective priority setting and decision-making.
- ▶ *Lean does not equal efficient*—The theme of lean does not equal efficient was one that came up in just about every table report-out. Similar to the theme of communication, some table groups felt that this is a cross-cutting theme. TAT members felt it was important to “not skimp on students” and to strive to be cutting edge and transformative, all while being lean. One group noted that being flexible and not completely rule bound allows for greater efficiency as well.
- ▶ *Collaboration will increase efficiency*—A major priority across all efficiency conversations was increasing collaboration (particularly across departments) as a way to reduce redundancies and increase efficiency. TAT members talked about the importance of creating collaboration early and often as a way of knocking down silos and reducing unnecessary burden on an already lean staff.

III. Implications of and Priorities for Culture

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

1. Define UNO's values and cultural assets
2. Continuing to invest in the culture of education and discovery at UNO is important
3. Align infrastructure to support behavioral change

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

1. Aligning culture and strategy is crucial
2. Align infrastructure to support behavioral change
3. Student engagement is a strength at UNO

The shift could be attributed to the depth and texture of the table conversations, which expanded the thinking about culture.

During the table report-outs on Culture, several priority points rose to the top, including:

- ▶ *Aligning culture and strategy is crucial*—The majority of tables felt that prioritizing the alignment of culture and strategy was key. Groups felt that it is very important to align to what matters most, and that as priorities are set, there is a need to align to those changes so that everyone is “swimming on the same path together”. As priorities are established, the culture needs to evolve in a way that best supports UNO's ability to translate the priorities into action.
- ▶ *Student engagement is a strength at UNO*—Across the various tables, it was clear that the level of engagement that UNO has with its students is something that sets UNO apart and should continue to be a focus going forward. Several tables noted how impressive student engagement with UNO has become. Students are attending UNO events, concerts, and sporting events in large numbers. Connecting students with one another, faculty, staff, and opportunities offers tangible benefits and results.
- ▶ *Defining UNO's values and cultural assets is key*—A major priority across the culture conversations was the need to identify and define UNO's values and cultural assets. One table mentioned the importance of facing the blatant truth is something UNO values. It was also noted that UNO values diversity, yet work remains to further define diversity and inclusion and to establish measurable goals to further support diversity across the campus.
- ▶ *Not everything can be a priority*—TAT members also emphasized the reality that focusing resources in certain areas means fewer resources will be allocated to other areas. One group emphasized that UNO should continue to invest in education and discovery. They acknowledged that devoting resources to initiatives such as student recruiting come at the expense of other core missions like teaching and research. The group acknowledged that tradeoffs will be required, particularly in a lean environment. This underscored the importance of identifying priorities and creating a clear rationale for resource allocation.

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*—We were struck by the relative consistency between the TAC and TAT conversations, suggesting that both groups have largely centered on the importance of the issues raised in the areas of efficiency and culture.
- ▶ *Collaboration leads to speed*—The discussion had a strong focus on collaboration and the speed it could create and the new possibilities it could bring. It will be important to strengthen your collaboration muscles, both internally and externally.
- ▶ *Identifying cultural assets and values is key*—In discussions about efficiency and culture, this TAT meeting emphasized the importance of identifying UNO's cultural assets and values. You have already started to define elements of the culture you want to advance. For example, scholarship and innovation, collaboration and effective communication are all features of a UNO culture that you believe will help the institution thrive.
- ▶ *Strategy + Culture = Success*—Building on the previous point, you've identified something that often gets in the way of effective strategy implementation: the need to align culture to advance strategic imperatives.
- ▶ *Lean is different than efficient*—This was a central theme from the TAC meeting. As one individual said, "We cannot reach our full potential if we are consistently under-resourced." The TAT pushed the point further to focus on eliminating unnecessary bureaucracy.
- ▶ *Communication must be improved*—It is clear that you believe UNO will benefit from improved communication. As you seek to make progress in this area, it's important to strike a balance between too much and not enough communication—and finding opportunities to channel appropriate communications that are relevant to different audiences.

V. Concluding Remarks

The Chancellor's reflections on the discussions included:

- ▶ *Efficiency*—The Chancellor's key takeaways from efficiency included: efficiency depends on clear communication; collaboration enhances synergy, which enhances efficiency; bureaucracy frequently stifles efficiency; organizational and individual accountability for efficiency is unclear; enhanced use of data and metrics across the units will enhance efficiency; and data needs to be communicated with context to obtain maximal benefit.
- ▶ *Culture*—Key takeaways that the Chancellor had in regard to the discussions around culture included: scholarship and innovation together form a key pillar of UNO culture; there is a need to clarify and then expand upon the culture of "critical thinking"; there should always be room for multiple voices on a given issue; there are better ways to deal with and communicate the tough issues; there is a need for maintaining an open mindset and valuing flexibility; enhanced resources are needed to materially change; strong leaders are key to the culture of UNO; and we need to "get our own story straight" on the UNO culture.

The meeting concluded with a reminder that the next gathering of the TAT would be on November 16, 2017 to focus on Outcomes and to look across the work that has been accomplished by the TAC and TAT over the past few months.

UNO Transition Advisory Team Meeting—Efficiency & Culture One-minute Essay Themes

From October 20, 2017

We received 38 responses to the one-minute essay and summarized the responses 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?

► *Aligning culture and strategy is crucial*

- Alignment of culture to a changing organization. While there are different cultures in UNO, it is important to foster scholarship and engagement for academic excellence.
- Alignment of policies, practices, values, budget, information/data, and strategies could help us be more effective as an institution.
- Importance of alignment to strategies and priorities. With org change and budget shortfalls, focus on what matters most is critical.
- The notion of culture and strategy as it relates to a thriving UNO. How can we continue to break silos to become more efficient and effective?
- The integration of the strategic planning and how it mixes with the cultural aspect across all levels (faculty/staff/administration).

► *Prioritization is critical when thinking about tradeoffs and interdependencies*

- Mindfulness of critical tradeoffs and the need for strategy and priorities to facilitate decisions about those tradeoffs. If academic/scholarly culture with students at the center is top priority, then resources (time and money) must align to this.
- Tension between decentralization and coordination/strategizing. Suitability might be the start of a success story in that it began very decentralized, not more coordinated. Internationalization is another early effort to bring some coordination to a decentralized (maybe even dysfunctional) area at UNO.
- The importance of balance in these deliberations. For example, with flexibility and decentralization and innovation vs. identifying priorities, consolidation, etc.
- There are connections and overarching issues tied to efficiency and culture. Mainly, the issue of prioritization of goals and strategies for the whole campus and communicating those out clearly.
- That many of the themes appear to be inter-related and although listed separately, in order to successfully achieve it will be necessary to complete as well. Important because cannot look at these in a vacuum and that needs to be focused but interdependencies need to be realized.
- Define what we want our focus to be... what is important.
- Let's think more - "why are we doing what we are doing?" -> Break that down and build back up for efficiency purposes. Be responsive to change. Why? -> This thought process is imperative to building efficiency.

► *Infrastructure needs to be aligned to support behavioral change*

- I'm surprised that either people believe infrastructure is presently aligned to support behavioral change or that it's not that significant of a priority. There is considerable progress being made on this question, however, it remains the primary limiting factor on our campus' ability to more quickly transform.

► *Communication is critical across the board.*

- Communication is key to all we do at UNO.
- Communication should be there by default and others should go in as priority. Efficiency metrics should/would differ by program.
- While we believe there are priorities and strategies being discussed, there may not be as much internal communication around them. This is important to understand because it impacts how individuals are facing the challenges and blatant truths – the mindsets that influence approach.
- The task is simple: 1. Plan (use data to drive). 2. Communicate simply (inside our "house" and outside community). 3. Execute, communicate results. (recognize and reward high performance/accomplishment)
- Critical importance of effective communication and collaboration to achieve any of the jobs and strategies and change that is discussed.
- Collaboration and communication and culture, the three Cs that connection efficiency and culture. Culture needs to include "academics." Academics represent the core, essential mission – what drives students to come and what prepares students to be successful.
- Thank you for taking the time to encourage us to listen to each other and to make space for others to speak as well as making our voices heard. Assertiveness and generosity are equally important when the goal is to gather the most and best information. Communicating is vital as we move forward. Defining what we mean by diversity (racial, gender, socioeconomic?) is vital to making action and making change.
- Even after these sessions there will be a lot of work that will need to be done to help "close the loop" on transition. Communication will be key.

► *Student engagement is part of UNO's culture*

- Student engagement and culture go hand in hand.
- A thriving institution readily adapts: a culture that supports relevancy to our students will be well-positioned to be valuable now and in years to come. This is best achieved by, among other important values, students and faculty being engaged in discovery and the feeling/outcome of being "a scholar": an individual equipped to face challenges both present and future.
- It is a partnership with students that all UNO employees have. Not just customers we need to always build upon that.

► *There is commitment to this work, and it needs to continue.*

- Commitment of colleagues from across campus to core values and thoughtful discussion of issues and opportunities facing UNO.
- Everyone involved in the Transition Advisory Team meetings has excellent ideas and suggestions for both improvements and opportunities. We need to develop a way for the chancellor to receive these thoughts and ideas in an on-going way going forward after TAT.
- That everyone wants to make UNO a better place to learn and work.
- There was collegial respect and acceptance of views.
- Perspectives on faculty and staff are different. Group members are insightful and open to disparate ideas and discussion. UNO is chomping at the bits to grow and become... we are efficient and culture is very important to all of us.
- The willingness of the group to engage in serious dialogue and passion for the work ahead.

► *People are ready for action*

- There was much agreement on deficiency of administration in leading UNO at our table. Listening is good, action is important too.
- People have common thoughts and it seems we could move ahead on things. Don't want to see this time and effort wasted.

► *Engaging the community is beneficial*

- It seems there is a reluctance to engage more deeply with the community, particularly corporations and philanthropists. While I agree that having a full story to tell is ideal, community members can help us complete the story.

► *Efficiency and culture are intertwined*

- Culture and efficiency might at first seem to be not closely related concepts, but after today's session I found it remarkable how much overlap there was and how much one relies on the other.
- The connection between efficiency and culture was/is important. If we can create a culture while being efficient with our resources, we will be successful.
- Perhaps efficiency is a big part of UNO's culture, but it's been reactive and not necessarily intentional. It would be great if every stakeholder could fill in the following blank. UNO is a culture of _____. (Scholarship, efficiency, engagement, etc.)
- Culture is hard to describe and define but values can be established to "steer" the culture.

► *Other comments included*

- Shared knowledge of lack of resources and leanness while at the same time some myths related to perceived money going toward recruitment.
- We still need to face these blatant truths.

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

► *Properly aligning resources will enable success.*

- Align resources to cultural changes to this effect.
- It is a little painful to see how we appear to have significantly less resource and staffing, but recognize other inputs at play – so it is what it is. But we have been banging our heads the past couple years to bring our culture/engagement up. But when requests for resources denied, it has sent a message to us that employee/faculty engagement is not important/not valued. But I know Dr. Gold values this – so hoping to define what is important, what are our values, so we may place value where it is deserved.
- Align to support changing needs from both student and university perspectives.
- Using what we have (our strengths) efficiently is key. We can't focus on what we don't have but we can improve what we do have.
- Strong priorities and focus from leadership/deans to stay focused on those.

► *Keeping people involved is crucial.*

- Involve research and education processes and people in discussions
- Continue the conversations with constituents beyond the transition period.
- Continue to engage all stakeholders for feedback and then relay findings and improvements from the feedback back to those stakeholders. Then reengage yearly/quarterly.
- Keep talking, and use the information gathered. Share it with all.
- Engage even more faculty and staff at UNO in the types of discussions we had this morning. This will help shift practice more into desired modes. Perhaps send representatives to department meetings not to "lecture" but to get feedback and engage at that level. Boil it down – permeate the discussion to a finer level. Use rich assessment, cost benefit analysis in more consistent fashion as look for efficiencies.
- Continue to value insights, especially those that are toward innovation, and unite authority and responsibility as means of starting and sustaining new work.
- Focus on retention. Continue this dialogue.
- Inclusion of a diverse groups in the conversation as the process/results are rolled out.

► *Culture needs to be aligned around UNO's core values.*

- Disrupt some of the "bro" culture at UNO. This is discussed behind the scenes (among women and people of color). In reality, it is an issue at UNO.
- Leadership has to espouse a set of principles and priorities for the faculty, staff and students to more directly pursue. Feel a bit adrift for the moment.

- Critical to align with UNO's mission as a metropolitan university in order to maintain excellence, and create efficient, effective culture, etc.
- ▶ *Formalizing culture is critical*
 - Make sure UNO's culture is understood.
- ▶ *Students are a big part of UNO.*
 - Students are our priority.
 - Keep students as our focus
 - Keep student focus at the forefront. Set priorities on success at staff and faculty to benefit from everyone's full potential.
 - Continue focus on students (without students there is no college).
- ▶ *Communicating decisions (both process and content) is key.*
 - Communicate in real time the process by which decisions are being made – not just the decisions after they are made.
 - Continue to listen, learn, and communicate on an ongoing basis.
 - Continue communication internally at all levels and acknowledge where we are as a campus. This sets the base from which we launch a changing future.
 - Communication! Ongoing input from all stakeholders!
 - The leadership should adopt the bottom-up approach, while communicating the blatant truth, and the mission should be shared.
 - Clearly communicate. Then recommunicate again. Then have individuals provide feedback on what the goals are.
 - Be a part of the planning process and communicate clearly and regularly to staff and peers.
 - Keep investments and grow them in communications to ensure adequate communication across campus and community is done.
 - 1. This process itself is quite helpful to enable two-way communication. 2. Keep optics in mind: so far, Dr. Gold is doing a good job balancing UNO chancellorship and his other roles.
 - Systematic and pervasive communication plan
- ▶ *Remaining flexible will enable success*
 - Efficiency needs flexibility. Remember, decentralization "feels good" because it gives everyone the sense that their way is the best and valid way. But it is at the expense of efficiency.
- ▶ *Focus on data is key*

- Listen to data. Example: UNL 3x staff/faculty support per student than UNO. Example: UNO landscaping department running on 2/3 staff while spending more than the same on contract labor.

► *Everyone facing blatant truths will help*

- 1. Continue to get people at all levels of this organization to speak blatant truths. We've been asked to do it across the UN system, but at times I feel like we haven't done enough of it here on our own campus. 2. Not assume that every area of UNO is lean just because it's a common phrase associated with our campus. There are also areas that have far too many resources that, if redistributed, would help efficiency.
- 1. Honor what is great about UNO. 2. Build on and support excellence. 3. Identify and seek to improve our weaker areas. 4. Don't try to be all things to all people.
- Need to recognize the gap between lean and efficient. Hard decisions need to be made sooner rather than later.

► *Partnerships will help to enable success*

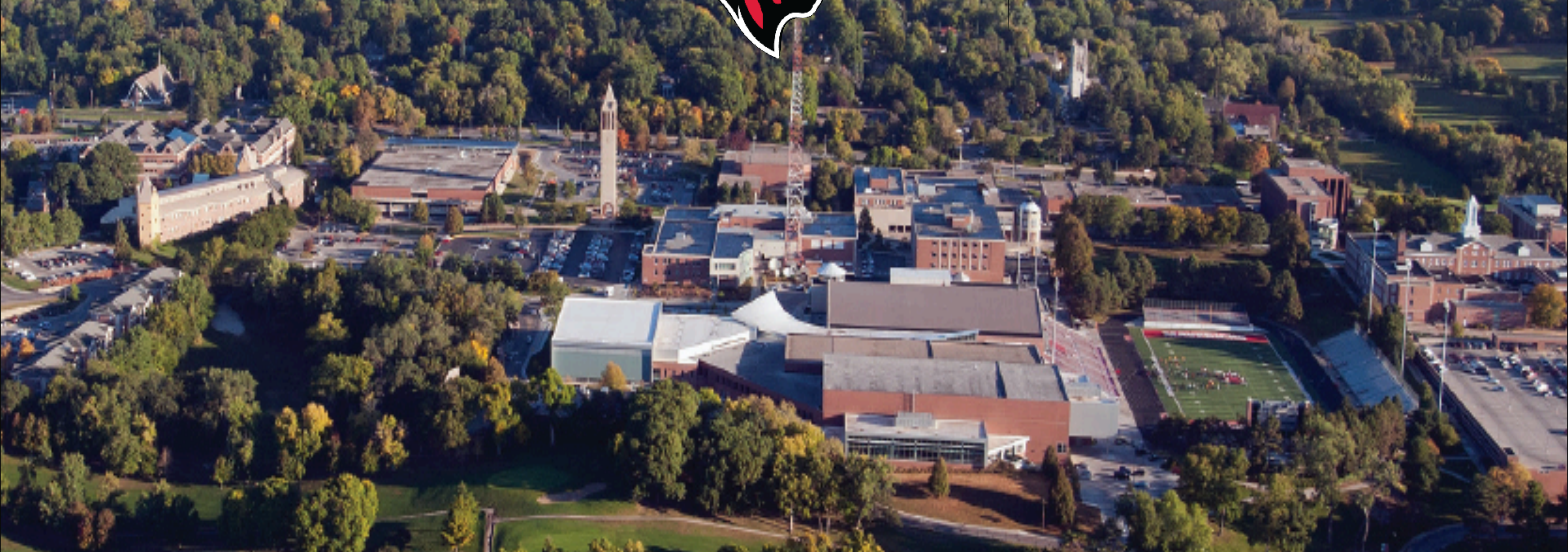
- Look for more opportunities to work with colleges/units/people to make a better UNO.
- Build upon shared guidelines/policy UNO has already but build in growth opportunities through funding or partnerships.

► *Other comments included*

- Have an appreciation of what institutional history to facilitate planning. There was concern about institutional decisions being administratively driven, without adequate consideration of faculty preferences.
- I'm looking forward to "outcomes." The big answer to the question "so what?"
- 1. Include focus on intended outcome. 2. Freedom to experiment, fail and innovate, re-re-correct, etc.



UNIVERSITY OF NEBRASKA AT OMAHA





UNO TRANSITION ADVISORY TEAM





UNIVERSITY OF NEBRASKA AT OMAHA

UNO TRANSITION ADVISORY TEAM

TRANSITION

MEETING III - October 20, 2017

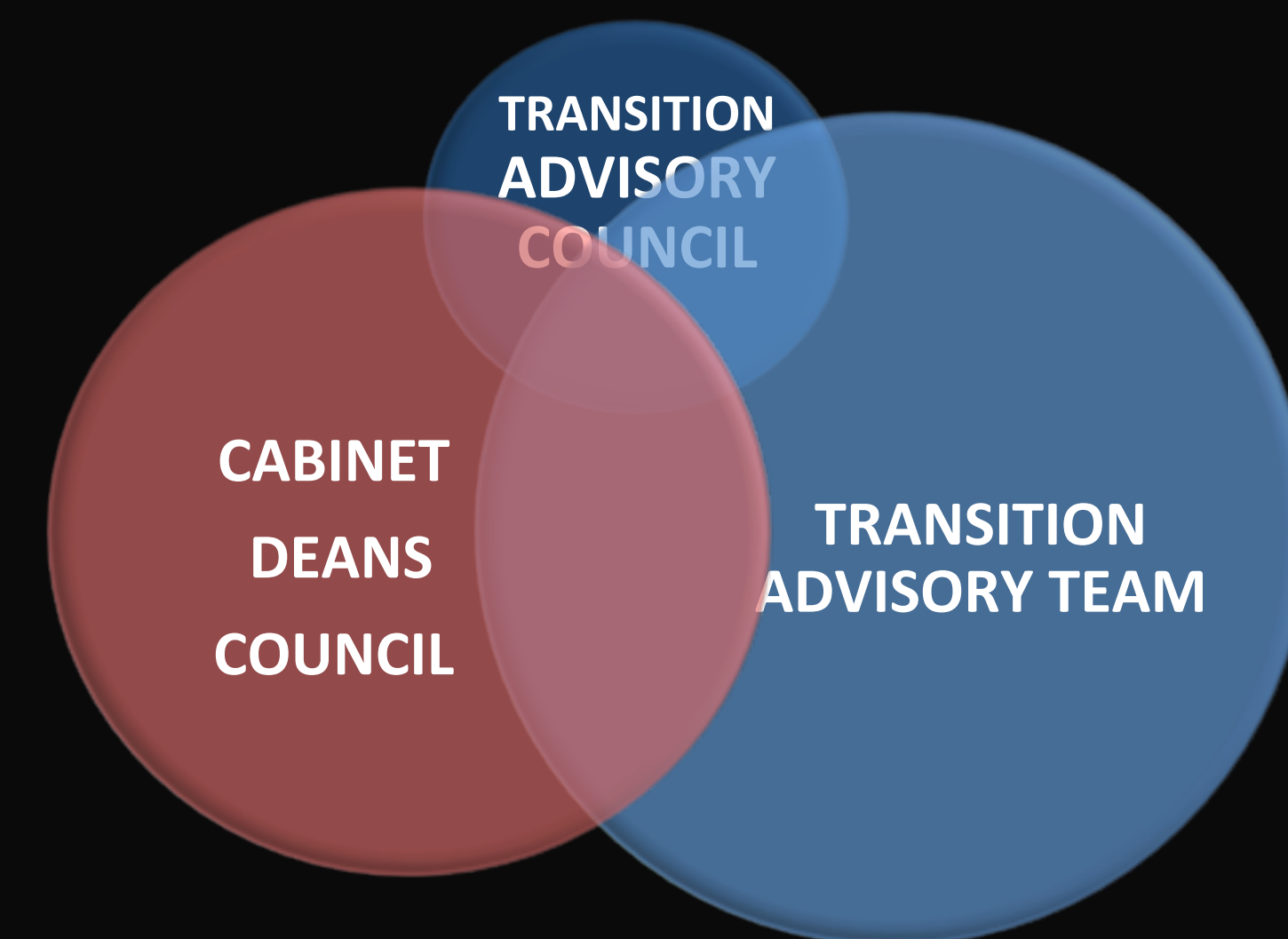
UNO EFFICIENCY & CULTURE



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

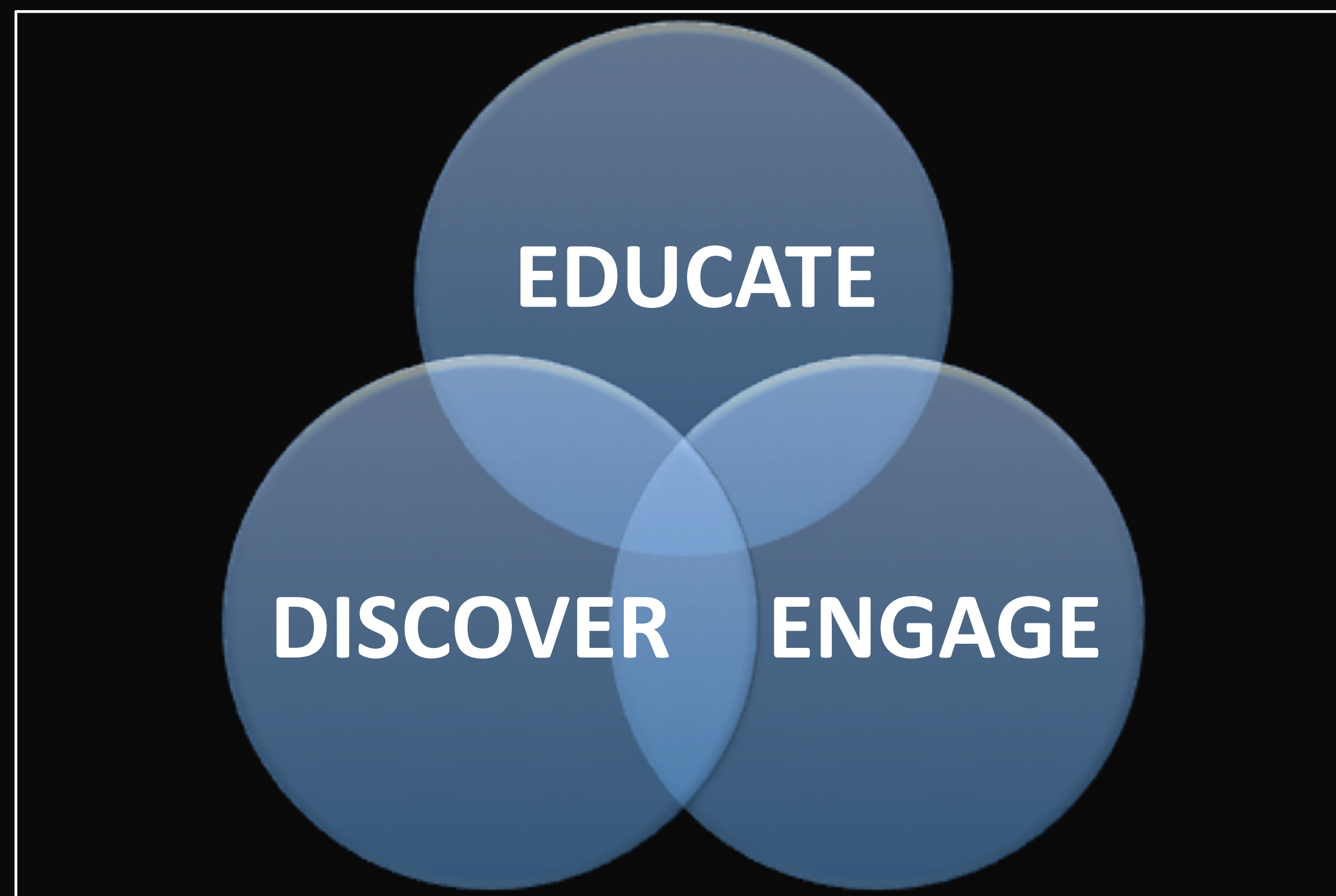
MISSION

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.



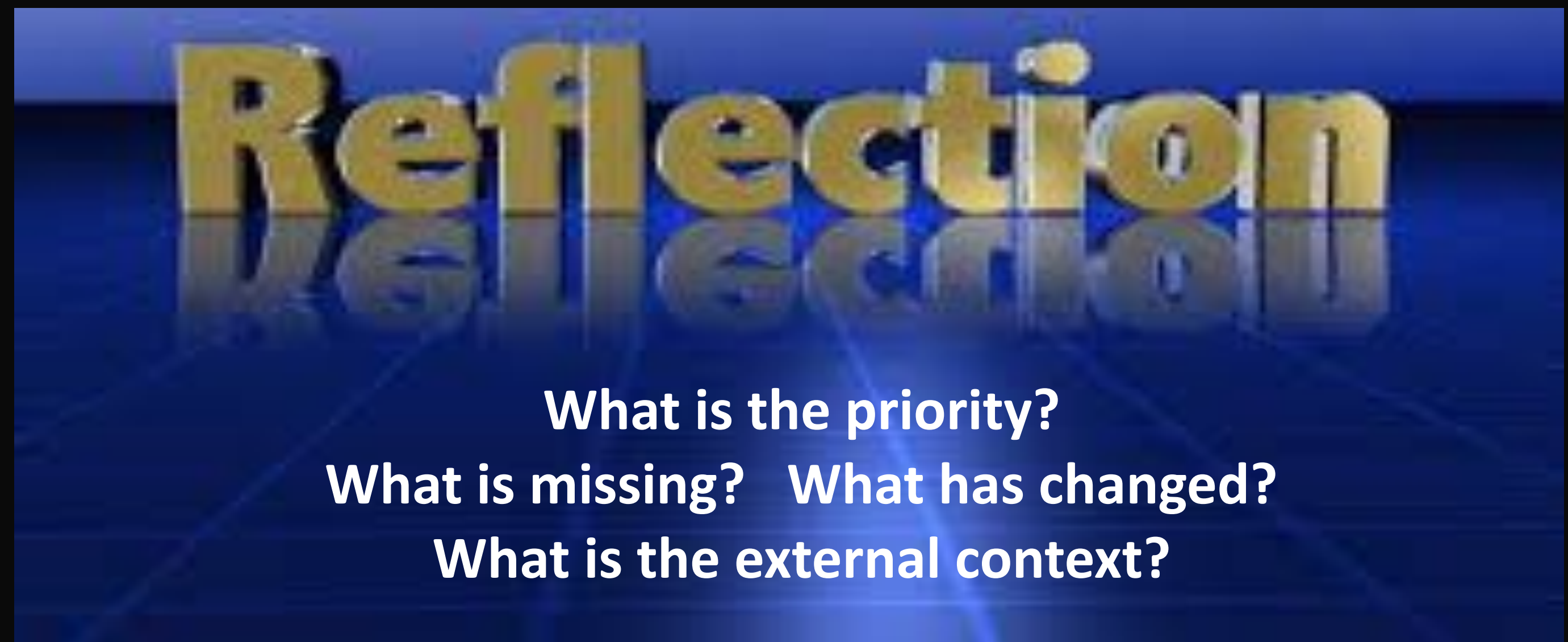
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PILLARS





UNO TRANSITION ADVISORY TEAM



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



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UNO TRANSITION ADVISORY TEAM

TRANSITION

MEETING II - September 13, 2017

UNO GROWTH & BRAND: A RECAP



BREAKOUTS

UNO Transition Advisory Council

One Minute Essay - Question 1:

What was your most important insight from today's session?

- Storytelling is a critical part of growing UNO reputation & success
- There seemed to be a lot of alignment around the key priorities
- There is a desire to leave the old, negative stereotypes of UNO in the past
- Questions about the future/going forward still remain
- There was a recognition of the importance of sharing blatant truths.
- Tremendous passion and excitement exist for UNO.
- There is value in being a metropolitan university with an international impact.
- Students are extremely valuable assets
- Academic prestige was a considered as a valuable element.
- Growing resources is crucial to our future.
- Broad collaboration is key going forward.



BREAKOUTS

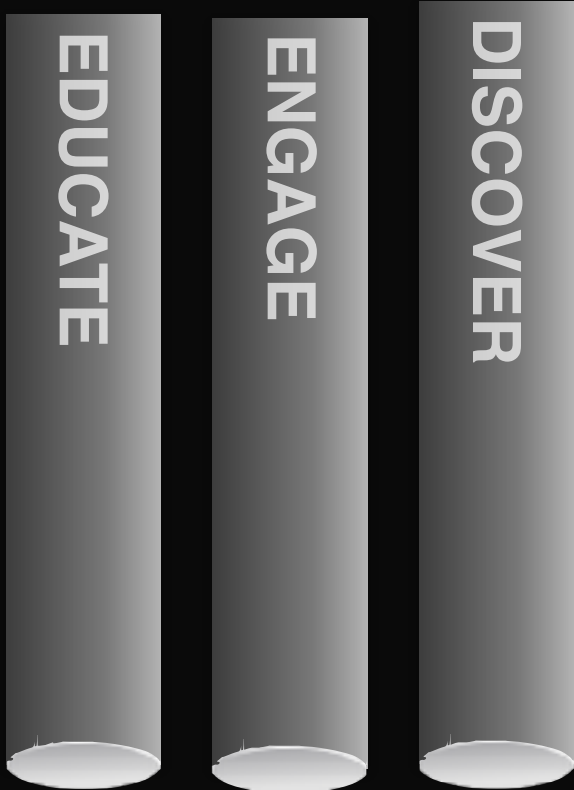
One Minute Essay - Question 2:

What are the things we need to do to ensure this transition is successful?

- Communicating effectively is important, especially in terms of ongoing feedback
- Honesty and blatant truths are a must
- Continuing to build on excellence and UNO's strengths is critical
- Defining actions steps and getting more concrete will be valuable
- Continuous followup & involvement engagement of stakeholders enable success
- Having competent, open-minded leaders and holding them accountable is critical
- Having the right resources in place will help this process
- Focusing on the social mission in addition to revenue is important
- Leaving old, negative stereotypes in the past allow UNO to focus on the future



BREAKOUTS



UNO Transition Advisory Council

Today’s agenda

1	8:00 - 8:15 AM	Purpose and Overview of this Meeting
2	8:15 - 9:15 AM	Exploring Implications and Priorities for Efficiency Discussion at tables and full group
3	9:15 - 10:15 AM	Exploring Implications and Priorities for Culture Discussion at tables and full group
4	10:15 - 10:30 AM	The One Minute Essay Reflections & Closing



BREAKOUTS

EDUCATE

ENGAGE

DISCOVER

UNO Transition Advisory Council

Today's agenda

Every good conversation starts with good listening.

make space

listen





UNIVERSITY OF NEBRASKA AT OMAHA

UNO TRANSITION ADVISORY TEAM

TRANSITION

MEETING III - October 20, 2017

UNO EFFICIENCY



BREAKOUTS

UNO Transition Advisory Council

Themes Across the TAC Presentations on Efficiency (1)

- **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.
- **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. Better use of data translates 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. If things are added to UNO’s plate, that they should also take a close look at what should be removed.



BREAKOUTS

UNO Transition Advisory Council

Themes Across the TAC Presentations on Efficiency (2)

- **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. There were many ways to further partner with businesses for service-based learning, faculty and staff partnerships and strong applied research opportunities.
- **Cross-collaborative culture**—Collaborative culture was raised in many of the presentations and discussions. 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 expanded.
- **Flexibility and timeliness are important**—It was 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.



BREAKOUTS

UNO Transition Advisory Council

Themes Across the TAC Presentations on Efficiency (3)

- **Strategies must be prioritized and communicated**—Further efficiency will come with a clearer sense of prioritization, and those priorities have to be communicated effectively and in a timely way. 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.
- **Potentially missing themes and/or ideas.....**



UNIVERSITY OF NEBRASKA AT OMAHA

UNO TRANSITION ADVISORY TEAM

TRANSITION

MEETING III - October 20, 2017

UNO CULTURE



BREAKOUTS

Themes Across the TAC Presentations on Culture (1)

- **Aligning culture and strategy is crucial**—There was a strong sense that formally defining the culture and explicitly linking it to strategy will accelerate UNO's ability to thrive as an organization. Areas of strength, such as student-centeredness and engagement, are examples of values that could serve as the basis of UNO culture—to help Mavericks know what the "O" represents.
- **Student engagement is a strength at UNO**—Across the presentations, there was a sense that UNO's engagement of students and student-centeredness is a big part of what makes UNO special. The commitment that faculty and staff have to students and the engagement of students with athletics, musical performances, and events were all things that TAC members felt were a particular strength of the UNO culture.
- **Student diversity is a huge strength**—Each presentation explored the value that an increasingly diverse student body brings to UNO's campus and the community as a whole.



BREAKOUTS

UNO Transition Advisory Council

Themes Across the TAC Presentations on Culture (2)

- **Continuing to invest in the culture of education and discovery at UNO is important**—It was acknowledged in the presentations that the culture of engagement, particularly student engagement, at UNO is a strong one. However, it was also noted that the culture surrounding education and discovery could be stronger and more clearly defined.
- **Culture has many definitions**—While there are many definitions of “culture,” CFAR thinks about culture as “the way we do things around here.” The building blocks of culture are practices—a combination of the behaviors you want to advance (in alignment with your values) and the supports or infrastructure needed to make it as easy as possible to do those behaviors. If you want to change the culture, you need to focus on practice.
- **Define UNO’s values and cultural assets**—Need to clarify UNO’s values is important. This as part of the cultural assets. Attributes of the cultural assets that UNO already has and would like to grow, include collaboration and engagement with students, faculty, team science, the community; curiosity; and questioning, and others.



BREAKOUTS

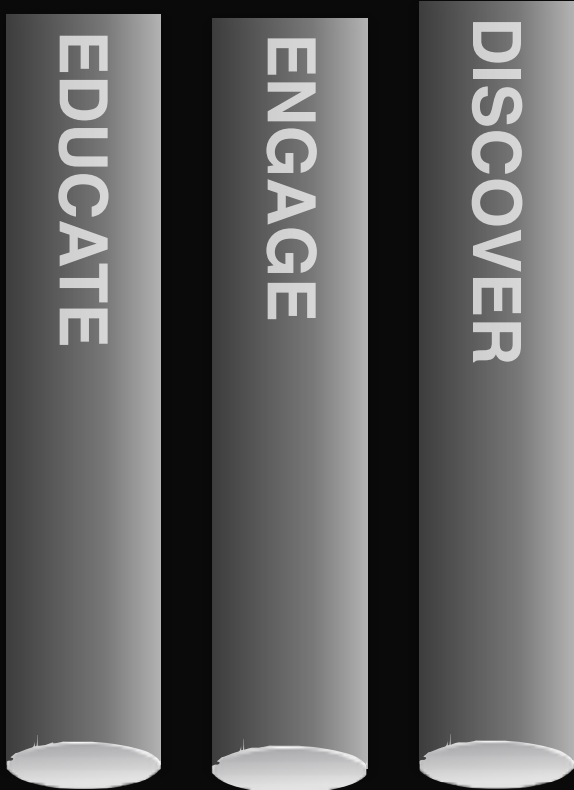
UNO Transition Advisory Council

Themes Across the TAC Presentations on Culture (3)

- **Align infrastructure to support behavioral change**—Different types of supports will be able to help advance behaviors. Such as the importance of facilities and technology to catalyze engagement and support how you work with students in the classroom. You also identified the RPT process as an example of where the “words and the music” don’t match up. The words and the music should go together as you articulate what you expect of people and how you reward them.
- **Ongoing pursuit of the blatant truth**—The conversations throughout the meeting felt candid and comprehensive. One thing in particular emerged as a blatant truth—the difference between student diversity and faculty diversity. UNO has an opportunity to close that gap.
- **Strategy + Culture = Thriving Institution**—Need for clear priorities and a strong culture to create a thriving organization.
- **Potentially missing themes and/or ideas.....**



BREAKOUTS



UNO Transition Advisory Council

Today’s agenda

1	8:00 - 8:15 AM	Purpose and Overview of this Meeting
2	8:15 - 9:15 AM	Exploring Implications and Priorities for Efficiency Discussion at tables and full group
3	9:15 - 10:15 AM	Exploring Implications and Priorities for Culture Discussion at tables and full group
4	10:15 - 10:30 AM	The One Minute Essay Reflections & Closing



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