

**Memorandum**

**Date:** November 21, 2017  
**To:** UNO / Transition Advisory Team  
**From:** CFAR / Carey Gallagher  
**Subject:** **Executive Summary of the Transition Advisory Team Meeting**

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This memo captures themes from key discussions, notes, observations, and materials from the third work meeting of the Transition Advisory Team (TAT), held on Thursday, November 16, 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 the recent Transition Advisory Council (TAC) meeting focused on Outcomes, and to give the Chancellor general advice on key take-aways, lessons learned from the advisory process and how best to look ahead.

The memo is organized as follows:

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- UNO Transition Advisory Team Meeting—One-minute Essay Themes
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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 topic of Outcomes and giving the Chancellor advice on key take-aways, lessons learned from the advisory process, and how best to look ahead.

### Meeting Objectives

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

- ▶ Discuss the findings from the TAC session on Outcomes.
- ▶ Identify potential gaps.
- ▶ 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 mentioned the amazing work of the school's soccer team to have received an NCAA championship berth in its first six years of existence as a team. The Chancellor called out the team's hard work and Maverick spirit, and noted that it was proof that "this community can do amazing things." He then 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 one of the first sessions, 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 Outcomes and set up the work for second half of the meeting.

## II. Implications of and Priorities for Outcomes

The TAT's primary responsibility 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 topic of Outcomes. TAT members reviewed key themes from the session, reflected on their comparative usefulness to the Chancellor in his transition, and individually recommended a prioritized set of themes for Outcomes.

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. Better use of metrics is key
2. Create alignment between priorities and resources
3. Communicating a clear, collective message is crucial

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

- ▶ *Communicating a clear, collective message is crucial*—Almost every table reported focusing in part on the role of communication in ensuring outcomes from UNO's work. Table groups often noted that they viewed strong communication as an overarching theme that will help to push and guide everything else that UNO wants to do. Participants shared that having a single, easy to remember theme or brand and complementary focused messaging is critical. Participants also asked the Chancellor to prioritize messaging that could be cascaded throughout UNO and beyond — ensuring that UNO community members can readily communicate that message to broader communities. One group also noted the importance of crafting a communication plan that thoughtfully incorporates both formal and informal communication.
- ▶ *Better use of metrics is key*—Across the table report-outs, there was a shared sense that better use of metrics will be critical to UNO outcomes. By having solid metrics and using them well, UNO will be able to more easily determine what is working and what needs improvement. All tables called out how important it is to have metrics that are reliable and valid. One group raised the importance of capturing the value that UNO provides to students throughout their college years, instead of solely tracking the graduation rate, for example.

- ▶ *Creating alignment between priorities and resources is needed*—The theme of creating alignment between priorities and resources was broadly discussed across table conversations. When discussing priorities and resources, one group mentioned that the pursuit of academic prestige should be a primary focus going forward. By focusing on faculty excellence and student achievement, UNO will inherently have good outcomes. That group noted that you can then begin to clarify how resources can be allocated around priorities with the pursuit of academic prestige as a north star.
- ▶ *Creating a virtuous cycle will enable strong outcomes*—A major priority across all outcomes conversations was creating a virtuous cycle, building on the example the Chancellor shared with the mission and vision leading to clear strategic priorities aligned with resources, and the strategic and cultural assets. Some tables suggested bolstering the existing steps with the need for clear communication and strong use of metrics. One table offered the view that the cycle is missing reflection as a step, which would be the link between the final steps — how UNO uses its assets—and the beginning of the cycle — centrality of the mission and vision.

### III. Advice to the Chancellor

As a way of advising the Chancellor on key take-aways, lessons learned from the advisory process, and how best to look ahead, TAT members were invited to discuss the following questions in their table groups:

1. Reflecting on the Chancellor's overview and your own key take-aways from the Outcomes session, what 2-3 areas would you focus on if you were the Chancellor?
2. Consider the process of advising the Chancellor as a member of the Transition Advisory Team. What are 1-2 aspects of the process that worked best? If you were to launch this process again, what would you change?
3. Should we continue this work? How can we bring this work to the UNO community/beyond?

During the table report-outs, several themes emerged, including:

- ▶ *Set a concrete, aspirational goal/vision*—Several tables felt that having a concise, tangible vision that could be easily communicated is key for Chancellor Gold going forward. Having a goal that everyone at UNO can understand and use as a guide to their role will accelerate UNO's success. This way, everyone will feel engaged and will be strong UNO ambassadors to the outside community. Also with this, communication about where UNO is headed becomes a lot clearer.
- ▶ *Communication is critical*—Across the various tables, it was clear that the importance of communication, on all levels, cannot be understated. One group mentioned putting together short, two-minute videos as a way of celebrating little things and communicating those successes via social media to the public. Communicating a clear message internally in order for that message to be dispersed externally will help lead to success.
- ▶ *Collaboration and involving multiple voices will enable success*—Another priority across this conversation was including multiple voices and collaborating on key decisions. Groups liked that in this process, people with different backgrounds came together to discuss critical issues and recommend solutions. Connecting across campus on a unified goal was an

opportunity that TAT members truly valued and would like to see more of going forward. One table suggested that UNO should thoughtfully prepare to include all voices, in ways that create the best environment for two-way communication with the specific groups.

- ▶ *People are ready for action*—TAT members expressed their desire for the transition process to end, and for tangible actions to begin taking place. While TAT members were widely pleased with the process, they are ready to start acting on many of the recommendations and moving forward with the Chancellor in place as leader of UNO.

#### IV. CFAR's Observations

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

- ▶ *Purpose*—We felt like many of your comments were tying the notion of keeping purpose in the center of your work, whether you were reflecting on the virtuous cycle or thinking about metrics, it was always with the question, “for what purpose” in mind. We observe that this question is at the core of your advice to the Chancellor—what is our overarching aim as an institution?
- ▶ *Communication*—We heard you advise the Chancellor and UNO as a whole to embrace communicating in many forms and modes, in order to effectively reach and gain feedback from different audiences. The creation of a robust communication plan, to include modes such as small conversations, town halls and emails, and relevant informal and formal strategies, will ultimately ensure that the broader community understands UNO's direction. and can. We also feel like the notion that everyone can be a storyteller for UNO as it shifts over time is an important one, encouraging people across the state and beyond to take up their role as ambassadors.
- ▶ *Engagement*—We heard an open question about how best to engage students, faculty, and staff in the UNO community to help them prepare for changes, such as growth and a greater focus. This goes beyond keeping people up to date with new developments — it is about how to prepare people to take up new kinds of roles to strengthen the university, both on and off campus. Each audience will need a slightly different cultivation approach to ensure success.

#### V. Concluding Remarks

The Chancellor had many wide-ranging reflections on the discussions, including:

- ▶ *Defining and aligning priorities is critical*—The Chancellor noted how there was a lot of talk about first defining priorities, and then aligning those priorities and resources. After that, he acknowledged how crucial it will be to communicate that over and over again with a clear series of messages.
- ▶ *New, organic forms of communication could be beneficial*—Chancellor Gold liked the idea of thinking about new, informal ways of communicating in the organization, and said it could be a good idea to assign people to help create that network.
- ▶ *Priorities define the mission*—Another reflection that the Chancellor had was around the need for priorities to connect with the mission and align to one another. He rhetorically

asked the question, “Does our mission statement marry up to what we believe our priorities are?”

- ▶ *Academic prestige should be a goal*—Chancellor Gold liked the having academic prestige as a focused goal for the future. He noted that if that is defined by student achievement and faculty excellence then UNO will do great research, have strong outreach and engagement, excel in teaching.
- ▶ *Set a bold, audacious goal*—Chancellor Gold reflected on the fact that creating a stand, or a declaration saying, “this is what we are and what we will be” is critical. With that, not only does every single person in the organization understand the goal, they also know their role in that bold goal.
- ▶ *Other topics the Chancellor reflected on*—There were a handful of other topics that the Chancellor reflected on, including:
  - The transition process is over after the next meeting
  - Communication is critical
  - Identification of action items is needed
  - Identification of clear roles for faculty is needed
  - UNO cannot skimp on quality
  - Small, two-minute stories are good opportunities to show what it means to be a Maverick
  - Continuously growing brand is key
  - Making space more broadly, across campus is necessary
  - Connecting this work to strategic planning is crucial

To conclude the meeting, Chancellor Gold left TAT members with a few questions: “Can we be, or should we be everything to everybody? Or, do we need to narrow our aspirational focus?”

## **UNO Transition Advisory Team Meeting – Outcomes** **One-minute Essay Themes** *From November 16, 2017*

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We received 21 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?**

#### **► *UNO needs to maintain and enhance its academic prestige***

- Academic prestige -> define the audacious goals -> create a stand. Define priorities -> align with mission -> include action steps with metrics and accountability but also resources to enable success.
- UNO needs to stop developing fuzzy mission statements based on obvious platitudes and get serious about becoming a prestigious university by following a concrete plan to that end.
- There seems to be some disenchantment with our mission and how we can be prestigious and aspirational within that mission. I think we can if we re-evaluate our goals, especially if we work closely with UNMC.
- A bold audacious goal is needed and it should be based around academic prestige rather than community engagement. This will drive all stakeholders and clarify/crystallize direction for all.
- Research prestige -> leads to a virtuous cycle. Students are attracted to research projects -> faculty continue to conduct research.
- I appreciate Hank's group highlighting academic prestige and how faculty excellence and student engagement/achievement are vital to that. I walk away considering Dr. Gold's question: can we be everything to everyone or should we be everything to everyone.
- We are all committed to quality and to identifying an aspirational goal – perhaps a brand statement – short and sweet – that defines our future.

#### **► *Communication is key to align stakeholder's purpose and engagement***

- We need to work on purpose, communication, and engagement. Share the UNO story in a bold way. Should we be everything to everybody?
- Broad communication and collaboration is important at all stages.
- Most people on the same page as far as going forward - communicating a clean, collective message. Having data and better use of metrics to drive our decisions.
- Communication from all levels – we all need to be on the same page and to learn from each other. We can only do that if we know and listen to what's going on.
- Most important insight is the synthesis that can potentially flow from various priorities. I.e. how does communication support the metric goals and alignment lift resources and priorities. Continue to explore the supportive/interplay without diluting them in patency.

- ▶ *It is crucial that this process include the voices and perspectives of various UNO stakeholder groups*
  - Constant focus from all people on communication, procedures, and methods. Need to fully engage campus - faculty, staff, students - in setting procedures, etc.
  - It will take engagement from all sections (faculty, student, staff, community, etc.). Critical because cannot be done in silos.
  - We are making progress! We need to engage across our institution (faculty, staff, and students) in purposeful ways to communicate outcomes, change and how this impacts our roles and responsibilities.
  - While we focused on the communication and priorities setting and the key metrics/data aspect, I thought the absence of faculty voice/role was missing and needs more consideration. The concept of organize and formal forms of communication was interesting. Also, we should have a TAT of students.
  - That different people will be defining priorities differently depending on what time-frame of reference they default to. People concerned about this academic year and keeping those balls in the air will not be oriented to a vague, aspirational notion ten-years away. Conversely, those looking ten years into the future may be ham-fisted at communication and brining everyone along at the same time.
- ▶ *Participants were pleased with the alignment around the key points to advise the Chancellor*
  - Great to bring things all together. It feels like the ideas have been funneled/distilled to give the chancellor clear direction.
  - Great to hear there is collective agreement about importance of priorities leading to resources, metrics, and clear collective message.
- ▶ *It is important to focus on how the Virtuous Cycle can benefit this process*
  - The virtuous cycle needs to close the step with a self-reflective/feedback component. Consistency of data gathering across the campus and educational opportunities to learn "show" to collect, and synthesize to inform decisions.
  - Everything ties back to a virtuous circle. Using the cycle to create a vision, finding your priorities inside that vision and then using our assets to accomplish these is a BIG DEAL. We also believe that having a loop of feedback and accountability which "closes the loop" is very important.

**Question 2: What are 1 or 2 things that you would personally like to see carried forward? Why?**

- ▶ *It is crucial to define the priorities*
  - Define priorities! Define priorities!
  - Let's develop the "moon shot" and get real as to what it will take to achieve it.
  - Interactive guided discussion. Listening space – intentional creation of space where all levels (faculty, staff, students, administration) come together to address common projects/priorities. Aligning resources with priorities – continue to demonstrate how



priorities can be addressed through resource alignment so that they can be achieved. Not just what the priorities are but the action steps and supports needed to be successful.

► *Engaging diverse groups of stakeholders will help this process*

- Engage all groups around campus about goals and feedback because that is needed for continuous improvement.
- Engage mid-level managers and supervisors, faculty, and staff in the purpose and outcomes of the work. Provide resources and venues to communicate and manage future change and collaboration.
- Would like the process to continue but would make sure more students are part of the process. Maybe even a core group of students to be a part or even have a separate TAT Team made of students. We often think we know what students are thinking but we seldom ask them or make them a part of the process.
- Feedback from the bottom up. It's easy to get information top-down but meetings like the TAC and TAT allow information to flow from the bottom up which is arguably just as important as top-down.
- Interactive guided discussion. Listening space – intentional creation of space where all levels (faculty, staff, students, administration) come together to address common projects/priorities. Aligning resources with priorities – continue to demonstrate how priorities can be addressed through resource alignment so that they can be achieved. Not just what the priorities are but the action steps and supports needed to be successful.
- "Top down" and "bottom up" engagement. Future work between UNO and UNMC needs communication. Important work! But much sits as not all are clear what should/could be done. Love the idea of a declaration! Declaration should be part of the brand.

► *There is a need for a declaration that affirms UNO's mission and qualities*

- Creating and cultivating a stand of who we are and why (purpose)
- An audacious statement, clear communication.
- Declaration that both affirms our metro mission and high aspiration. Please continue to listen to a broad, diverse set of voices moving forward, and take actions that reflect the best thinking of all the voices.
- Creating a stand – a bold declaration. By making this happen it will allow everyone to be in synch and know role he/she plays. Creating avenues where we can support each other with contrast messages, practices, challenges, etc.
- "Top down" and "bottom up" engagement. Future work between UNO and UNMC needs communication. Important work! But much sits as not all are clear what should/could be done. Love the idea of a declaration! Declaration should be part of the brand.
- UNO Needs a bold declarative statement that is specific and concrete enough that it provides and orienting framework for work, decision making, goal setting, etc.... yet broad enough that diverse groups and units can contribute.
- 1. Mechanisms of accountability. 2. Action! Academic aspiration. We educate and discover new knowledge to create a better world.

► *How to remain true to UNO's Metropolitan University identity*

- Remain true to Metro mission but look into Omaha University (12 colleges) and becoming the most prestigious university in the state while still staying true to our missions.
- Facilitation between faculty and support to students will continue to inform our mission. What exactly do we mean by Metropolitan University and how is it reflected in our strategic planning?

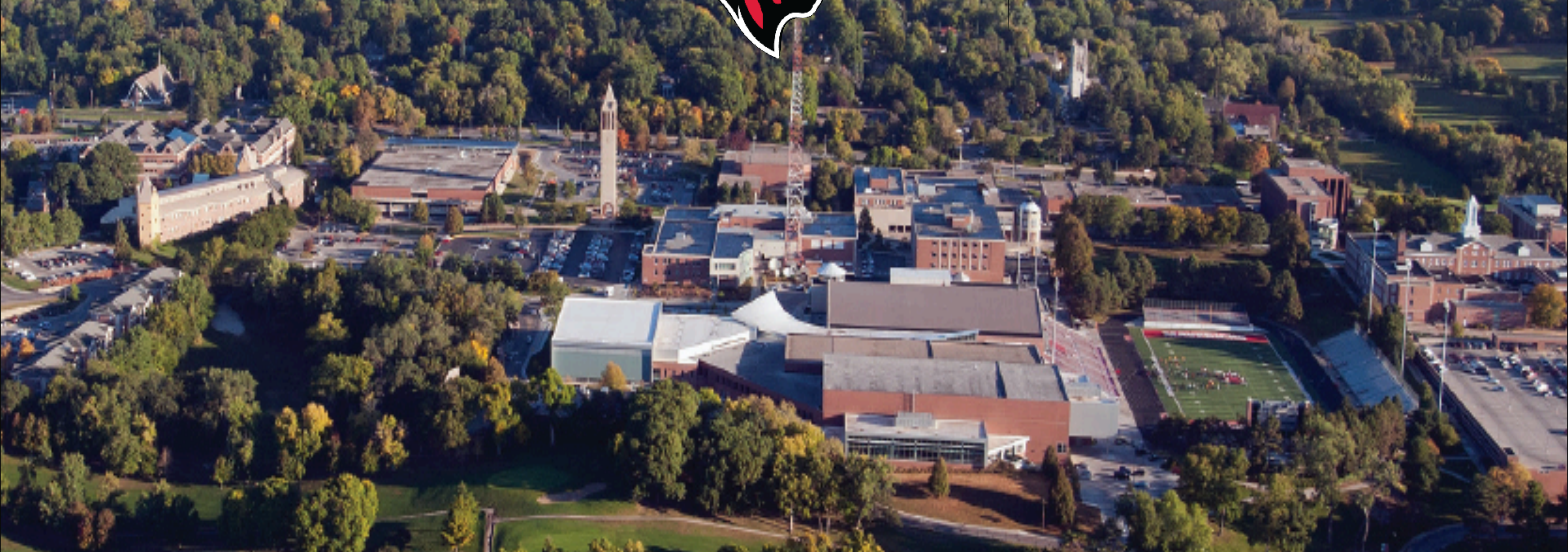
► *Other comments included*

- "Better to do nothing than to erode quality" – Chancellor Gold
- Never sacrifice quality.
- Revising/adapting campus strategic planning process to parallel/assist with implementing ideas, actions steps, form these conversations.
- Our horizon is academic excellence and prestige, our blatant truth is how to continuously strive for this given our ever-shifting realities.
- Data collection and analysis – weakest area in my department. Granular communication so all are informed (UNO faculty, staff, students, but also community and state).





UNIVERSITY OF NEBRASKA AT OMAHA







# UNO TRANSITION ADVISORY TEAM





UNIVERSITY OF NEBRASKA AT OMAHA

**UNO TRANSITION ADVISORY TEAM**

# TRANSITION

**MEETING IV - November 16, 2017**

**UNO OUTCOMES & TRANSITION PROCESS**

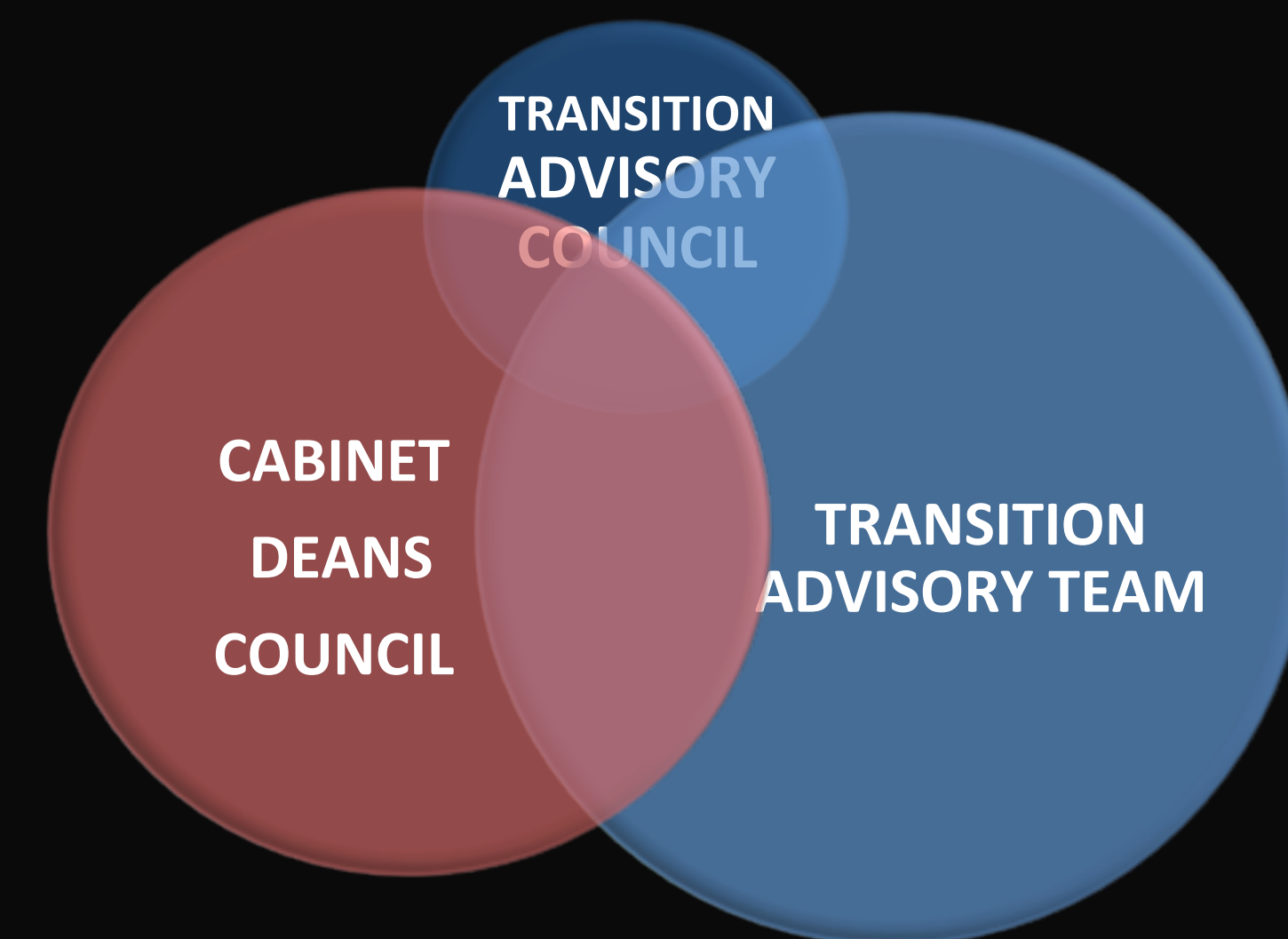




## UNO TRANSITION ADVISORY TEAM

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**

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# **MISSION**

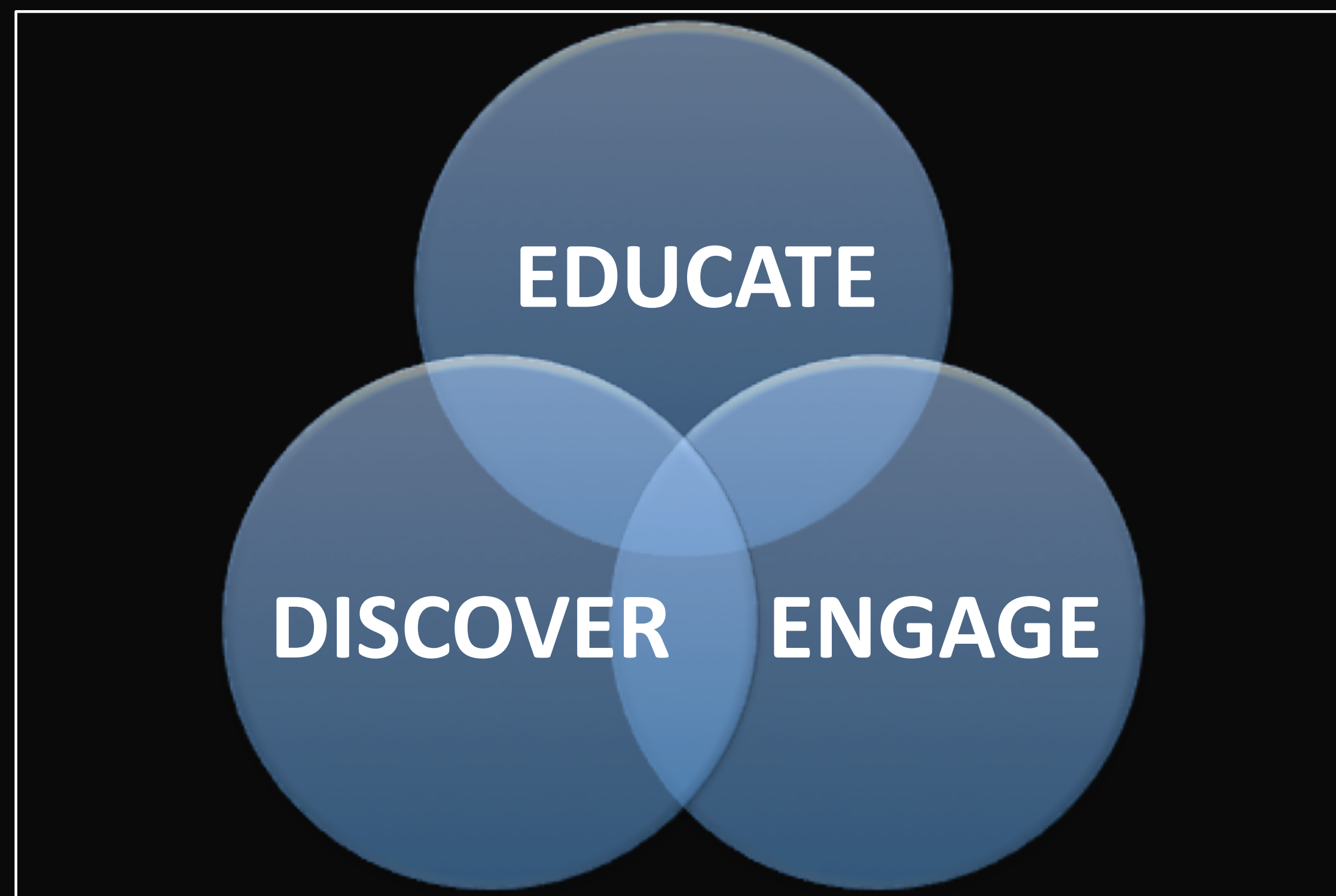
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**The University of Nebraska at Omaha is Nebraska's metropolitan university — a university with strong academic values and significant relationships with our local, regional, national and international communities that transforms and improves life.**



UNIVERSITY OF NEBRASKA AT OMAHA

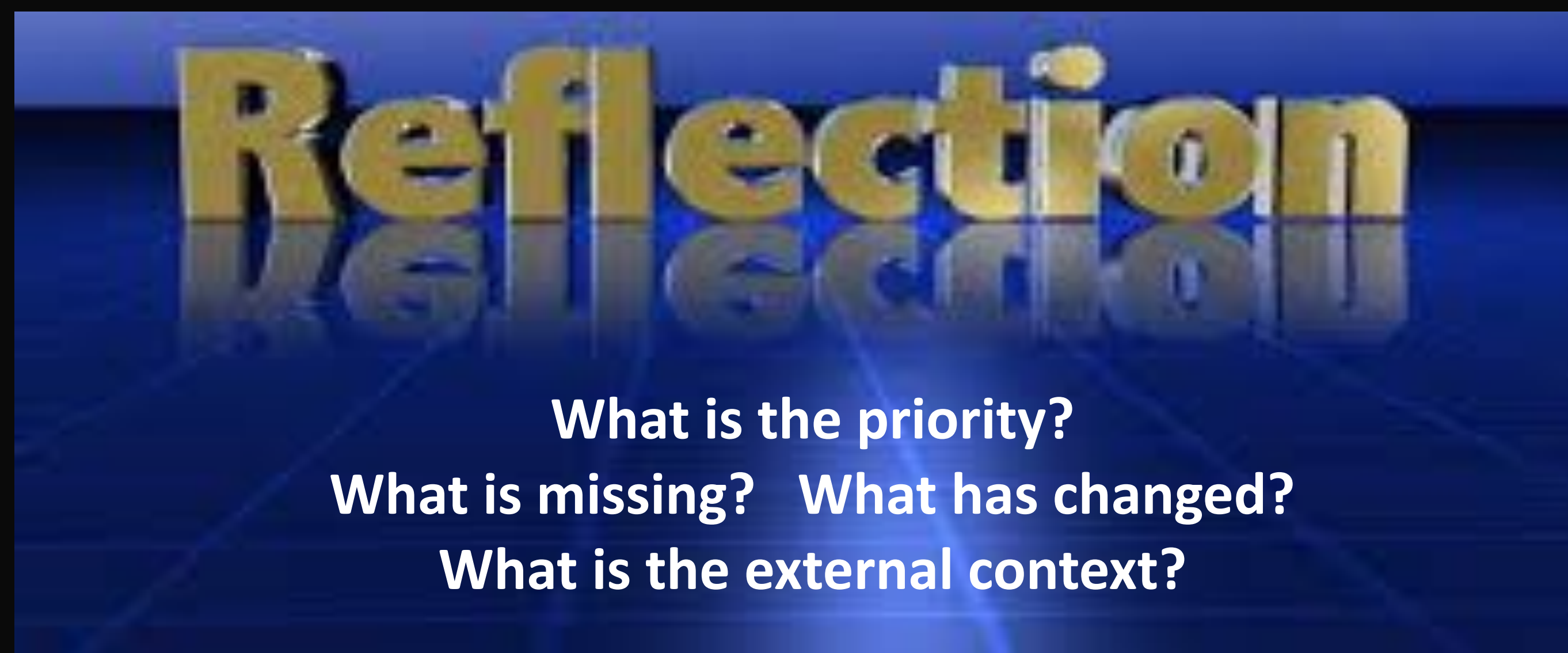
# PILLARS







## UNO TRANSITION ADVISORY TEAM



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



UNIVERSITY OF NEBRASKA AT OMAHA

**UNO TRANSITION ADVISORY TEAM**

# TRANSITION

**MEETING III - October 20, 2017**

**UNO CULTURE & EFFICIENCY: A RECAP**



**BREAKOUTS**

### ***IMPLICATIONS AND PRIORITIES FOR EFFICIENCY (1)***

- **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.





## BREAKOUTS

### **IMPLICATIONS AND PRIORITIES FOR EFFICIENCY (2)**

- **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.



**BREAKOUTS**

### ***IMPLICATIONS AND PRIORITIES FOR CULTURE (1)***

- **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.



### BREAKOUTS

## IMPLICATIONS AND PRIORITIES FOR CULTURE (2)

- **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.





**BREAKOUTS**

### ***CFAR OBSERVATIONS ON EFFICIENCY & CULTURE DISCUSSIONS (1)***

- **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.



## BREAKOUTS

### **CFAR OBSERVATIONS ON EFFICIENCY & CULTURE DISCUSSIONS (2)**

- **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 out 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.





**BREAKOUTS**

## One Minute Essay - Question 1:

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

- **Aligning culture and strategy is crucial**
- **Prioritization is critical when thinking about tradeoffs & interdependence**
- **Infrastructure needs to be aligned to support behavioral change**
- **Communication is critical across the board.**
- **Student engagement is part of UNO's culture**
- **There is commitment to this work, and it needs to continue.**
- **People are ready for action**
- **Engaging the community is beneficial**
- **Efficiency and culture are intertwined**



**BREAKOUTS**

### One Minute Essay - Question 2:

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

- Properly aligning resources will enable success.
- Keeping people involved is crucial.
- Culture needs to be aligned around UNO's core values.
- Formalizing culture is critical
- Students are a big part of UNO.
- Communicating decisions (both process and content) is key.
- Remaining flexible will enable success
- Focus on data is key
- Everyone facing blatant truths will help
- Partnerships will help to enable success



## BREAKOUTS

EDUCATE

ENGAGE

DISCOVER

### UNO Transition Advisory Council

## Today's agenda

# UNO TRANSITION ADVISORY TEAM

1	7:30 - 7:45 AM	Purpose and Overview of this Meeting
2	7:45 - 8:45 AM	Exploring Implications and Priorities for Outcomes Discussion at tables and full group
3	8:45 - 9:45 AM	Exploring Implications and Priorities for Transition Advisory Process at tables and full group
4	9:45 -10:00 AM	The One Minute Essay Reflections & Closing



UNIVERSITY OF NEBRASKA AT OMAHA

**UNO TRANSITION ADVISORY TEAM**

# TRANSITION

**MEETING IV - November 16, 2017**

**UNO OUTCOMES**



**BREAKOUTS**

UNO Transition Advisory Council

## Themes Across the TAC Presentations on Outcomes (1)

- **Communicating a clear, collective message is crucial**—One message that was clear across all group presentations on outcomes was the need for one voice. The importance of having a consistent message so that everyone is on the same page regarding priorities is critical. If communication is clear and consistent internally at UNO, then it will allow for external communication to be stronger.
- **Better use of metrics is key**—The theme about better using data to measure success and opportunities for improvement surfaced across each of the group presentations. There is strong agreement that UNO lacks a robust set of metrics to gage progress and success, and the opportunity exists to put a handful of meaningful metrics into place to measure things like the impact of translational research and applied research, graduation rates, job satisfaction, and donor relationships and impact.





**BREAKOUTS**

UNO Transition Advisory Council

## Themes Across the TAC Presentations on Outcomes (2)

- **Create alignment between priorities and resources**—It was noted across each of the presentations that identifying priorities and then allocating the necessary resources to achieve those priorities is key. When presenting on outcomes, TAC members acknowledged that not everything can be a priority and that difficult decisions will need to be made in order to most efficiently and effectively allocate resources.



**BREAKOUTS**

UNO Transition Advisory Council

## CFAR's Observations the TAC Presentations on Outcomes

- **We've observed a positive arc emerge across the five TAC meetings**  
—The earlier TAC meetings felt more embedded in the past, drawing largely on old stories related to negative stigmas. Today, you are more focused on a bold, inspiring future for UNO as the “pre-eminent” metropolitan university.
- **Brand is essential to a successful future**—The concept and importance of strengthening UNO's brand and creating greater awareness about it continues to serve as a strong thread across the different TAC meetings.



**BREAKOUTS**

UNO Transition Advisory Council

## CFAR's Observations the TAC Presentations on Outcomes (2)

- **Creating a virtuous cycle**—You've been asking for and have already started to identify the elements of a Virtuous Cycle needed to create a thriving UNO:
  - Clear mission and vision—your north star (the outcomes you are driving toward)
  - Clear strategic priorities—aligned with resources
  - Collective cultural assets and ways to support them (e.g., collaboration, communication, scholarship)
- **It's worth it to continue to pursue better communication and collaboration**—While it's hard work, it is clear that TAC members believe in the value of strengthening communication both within UNO (across the colleges and silos) and beyond in the community (so the right hand knows what the left hand is doing, and so that you have a real sense of the collective impact that you are making in the community).





UNIVERSITY OF NEBRASKA AT OMAHA

**UNO TRANSITION ADVISORY TEAM**

# TRANSITION

**MEETING IV - November 16, 2017**

**UNO TRANSITION ADVISORY PROCESS**



**BREAKOUTS**

EDUCATE

ENGAGE

DISCOVER

UNO Transition Advisory Council

Today's agenda

Every good conversation starts with good listening.

make space

listen







**BREAKOUTS**

UNO Transition Advisory Council

## UNO Transition Advisory Process

- 1. Reflecting on the Chancellor's overview and your own key takeaways from the Outcomes session, what 2-3 areas would you focus on if you were the Chancellor?**
- 2. Consider the process of advising the Chancellor as a member of the Transition Advisory Council or Team. What are 1-2 aspects of the process that worked best? If you were to launch this process again, what would you change?**
- 3. Should we continue this work? How can we bring this work to the UNO community/beyond?**

# UNO TRANSITION ADVISORY TEAM



UNIVERSITY OF  
**Nebraska**  
Omaha

