

1988-89 OBJECTIVES

Interim President

Chancellors

Vice Presidents

University of Minnesota

1988-89 Goals and Objectives

Richard J. Sauer
Interim President

I'll continue work towards the three primary goals I delineated for my first six months when appointed Interim President on March 16, 1988, namely:

- . restore trust and credibility with faculty, staff, students, Regents, the Minnesota Legislature, alumni, and the citizens of Minnesota.
- . regain lost momentum for institutional change.
- . build the support needed for continued and increased public and private funding.

In addition, I set the following objectives:

1. Have each chancellor and vice president develop written annual objectives and support them in the achievement of these objectives.
2. Develop University's 1988-89 legislative biennial request and legislative request for capital improvements.
3. Initiate long-range planning for capital improvements (annual update of six-year plan).
4. Increase involvement of chancellors and their staffs in University-wide planning and decision making.
5. Employ two outstanding people as directors of Men's and Women's Intercollegiate Athletics on the Twin Cities campus.
6. Make changes in financial and personnel management that will enhance the ability of the Regents to hire an outstanding new President and will help that person assume his/her responsibilities.
7. Get out of the way of the new President.

1988-89 Goals and Objectives

**Ed Frederick, Chancellor
University of Minnesota at Waseca**

1. Help to build trust and confidence in the University and help restore credibility by maintaining efficient and effective educational programs, serving the people of the area, working through advisory committee members and with the public at large.
2. Enhance the University's presence in southern Minnesota through UMW, in cooperation with the Southern Experiment Station and the Minnesota Extension Service. Continue to bring UMW's course work out to the people of the area, as well as serve as an information and referral service for the other units of the University. With the Minnesota Extension Service implement a comprehensive rural leadership program in the area.
3. Continue to cooperate with community colleges and technical institutes of the area to foster relationships where UMW is viewed as the specialized technical college for agriculture and avoid agricultural program duplication.
4. Continue to develop coordination and cooperation between UMW, UMC and other units of the Institute of Agriculture, Forestry and Home Economics. This includes developing a cooperative recruitment program, joint admissions program and joint appointments.
5. Improve the instructional programs at UMW through increased usage of educational technology such as computer aided drafting, computer assisted instruction, library automation and telecommunications. Strengthen the arts and sciences courses so that they serve both the technical college program, as well as the students that transfer. Also improve the laboratory use of the Southern Experiment Station and Farmamerica.
6. Enhance the opportunity to become an excellent technical college for agriculture by developing positive working relationships between faculty, staff and administrators at UMW by continuing to foster positive working relationships at all levels of administration, spending more time visiting informally on campus and by meeting at regular intervals with groups of faculty, staff and students.

7. Strengthen the student experience at UMW for both traditional and non-traditional students by continuing to emphasize out-of-the-classroom learning and leadership, communication skills and political awareness.
8. Continue to implement positive budgeting plans for UMW that will eliminate deficits, establish contingency funds, build incentives for positive budget control and management.
9. Give leadership to the development effort at UMW with the goal of increasing grants and private giving by 10 percent. Work with the UMW Development Advisory Committee, make calls on major donors, and implement an in-service training program on grantsmanship.
10. Give leadership to the legislative thrust from UMW, in cooperation with the president and vice president for external relations with the objective of acquiring the resources needed by the University and UMW. Strive to obtain the O&M funding, as well as the capital requests for UMW, i.e., the physical education/recreational sports facility, campus center/food service and parking lot.

1988-89 Objectives

Lawrence A. Ianni, Chancellor
University of Minnesota at Duluth

1. **To establish a university planning process.** In the past year, UMD has developed a sound (though imperfect) internal budget process. This development now makes it possible to establish and integrate an intermediate and long-range planning process with the budgetary process. An integrated planning and budgeting process will permit UMD to have an orderly and reasoned process for setting institutional goals and carrying them out. Full implementation will require all of the current university year, with some clean up possibly being necessary in the early part of the 1989-90 university year.
2. **To refine the campus budget process.** The current budget process, though basically sound, can use some further improvement. While we should strive to avoid excess complexity and burdensomeness, we should become more data oriented and more cogent at summary and synthesis. It is also essential that we integrate our internal work with the system-wide legislative request development process. We also need to develop our budget process as a better tool for the deliberation of matters of internal equity and possibilities of reallocation. This latter matter is obviously relevant to the planning activity. These developments will require most of the current university year.
3. **To facilitate the completion of the core curriculum and honors program currently under development.** The core curriculum will undergo its first instructional test this year. These results will guide its further development. Achievement of an acceptable core curriculum will lay the foundation for the full institution of an honors program. Since these matters will require delicate consultation with the faculty governance arm, the timetable is difficult to specify. However, I will fulfill the proper senior administrator's role of encouraging action, urging closure, and giving clear signals about the administrative acceptability of proposals and ideas.
4. **To effectualize the campus governance process.** Since UMD's exclusion from the academic senate, the evolution of an internal shared governance body and process at UMD has been difficult. In addition, meaningful consideration of a possible change to a semester instructional calendar requires forthright assembly consideration. I intend to take all appropriate administrative steps to build an active and vital governance process to serve UMD well, not only for the current issues to be resolved but for the long-range future. UMD needs more faculty ownership in decision making if it is to move forward in a unified fashion.

5. **To develop an administrative review policy.** Administrative review at UMD has been functional but unsystematic. We need a campus-wide policy and process for both annual and periodic administrative performance evaluation. This is necessary both to fulfill system-wide policy and to give a better local appraisal of administrative functioning. I have charged the Academic Administrative Council, chaired by the Academic Vice Chancellor, to provide some initial recommendations for a policy and process. I intend to see that the task of development and implementation is completed during the current university year. In the meantime, I am unilaterally developing an instrument and process to conduct those periodic reviews which are either timely or overdue.
6. **To implement a more vigorous affirmative action program and sexual harassment deterrence administration.** UMD is instituting a full time affirmative action and sexual harassment deterrence office for 1988-89. While our continuation of this activity is dependent on achieving recurring funding, this circumstance will not prevent our making an earnest effort at program development. The goal in affirmative action is to move beyond compliance with non-discrimination requirements to build a program to overcome underrepresentation of certain target groups. In the area of deterring sexual harassment, we will be aiming at more rigorous investigation of complaints and enforcement of sanctions against proven offenders.
7. **To improve the functioning of the two external relations units, development and university relations.** Presently, the development office is functioning satisfactorily and university relations slightly less than that. Improvement in both areas is desirable. Recently, I considered reorganizing as a possibility for effectualizing but decided to retain the current structure for one year and attempt less drastic measures for improvement. Efforts this year will focus on management skills development, improving coordination, improving planning and giving more frequent feedback. The results will be studied to determine more long-range arrangements beyond 1988-89.
8. **To support efforts to improve UMD's management information capability and data systems.** UMD's resource management capability and student services capability will be impossible to bring to the highest level of effectiveness unless there is an improvement in the equipment used and the systems that use that equipment. Current system-wide plans for decentralization offer an opportunity to progress in this area. I intend to see that we take full advantage of the opportunity to improve in administrative computing, since improvement in that area is crucial to achievement of a number of other constructive developments that the campus contemplates.

1988-89 Objectives

**Jack Imholte, Chancellor
University of Minnesota at Morris**

1. Inaugurate the first stage of Project Prosper, the revision of our general education requirement. Includes the introduction of a course for fall quarter, 1988, required for all freshmen, entitled "Inquiry: Values in a Changing Society."
2. Plan for further stages of Project Prosper through 1991-92 when it will be in place.
3. Inaugurate the first phase of the UMM Honors Program.
4. Prepare for a North Central Association accreditation visit in 1989-90.
5. Prepare for a National Council for Accreditation of Teacher Education visit in 1989-90.
6. Complete automation of our library.
7. Continue to carry out our enrollment reduction plan, but at the same time, entertain the possibility of a change in the plan which would allow for additional students.
8. Complete planning for the proposed Student Center.
9. Complete planning for an improvement in the steam distribution system on the campus.
10. Review the Five-Year Plan for the campus.
11. Expand the campus computer network and work toward providing additional microcomputers to faculty and students.

1988-89 Objectives

Donald G. Sargeant, Chancellor
University of Minnesota at Crookston

A. PROGRAMMATIC

1. Address areas that need strengthening
 - horticulture
 - hotel/restaurant management
2. Advance the understanding of telecommunications and its actual use on campus
 - task force to continue development and implementation activities
 - establish joint powers board with other postsecondary institutions in NW Minnesota
 - encourage funding of all-University telecommunications legislative request
3. Respond to rural initiative possibilities
 - leadership
 - economic development
4. Greater Minnesota Corporation - work with area groups
 - to secure funding (short and long term)
 - to develop proposal
5. Seek cooperative as well as joint program relationships with other institutions
 - finalize AAS secretarial program with EGF TI
 - development of policy and then a brochure for joint admission programs within the Institute
 - secure at least two joint appointments within IAFHE
6. Continue integration of computer technology in instruction and administrative services
 - campus workshops for staff
7. Strategies for Focus
 - continue to discuss, seek input, review and implement the ideas contained in the document
8. Continuing Education
 - strengthen the needs assessment, budgetary, and overall operation (goals include self-supporting capabilities and formal tie with Twin Cities CEE).

B. STUDENT AFFIARS

1. Enrollment Management
 - establish committee and budget to support implementation of comprehensive institutional enrollment plan (see last page for enrollment goals.)
2. Marketing
 - establish committee and budget to support institutional marketing activities
3. Clubs and Organizations
 - review funding sources and relationship of clubs to academic programs
4. Non-Traditional Student Recruitment and Retention
 - strengthen procedure for recruitment and retention of "older" students

C. PHYSICAL PLANT

1. Program Accommodation Remodeling (PAR)
 - identify and prioritize programs which need space renovation
2. Repairs and Replacement
 - develop list and prioritize for expenditure of \$230,000 this year
 - develop list for next year
3. Building Projects
 - move the three building links from planning stage to actual construction initiation by year end
 - Ag Operations - develop program and forward request to legislature for full funding by February
4. Campus Improvements
 - revise long range plan for capital improvements
 - internal signage - improve information for campus visitors
 - develop walking trail with species identified

D. BUDGET/LEGISLATIVE

1. Budget Analysis
 - identify areas where additional analysis could help improve programs
 - enhance input process to Budget Exec
2. MIS
 - continue to encourage operation of electronic processes in administrative offices and in the instructional programs

3. Legislative

- prepare legislative request for operations and capital items for campus
- work within U team to lobby for funding of the legislative requests

F. DEVELOPMENT/GRANTS

1. Prospecting

- two days per month

2. Funding for rural affairs and hospitality management centers

- secure two gifts of \$100,000 or more

3. Trustee, president, associate club members

- add two trustees, 12 president, and 12 associate members (\$600,000 goal)
- conduct donor recognition dinner

4. Hosting

- develop list of guests - schedule for hosting throughout the year

5. Faculty participation in funding

- facilitate atmosphere which enhances responsiveness of faculty involvement in the development of proposals for external funding for teaching, research, and extension (\$500,000 goal)

G. INDIVIDUAL AND STAFF DEVELOPMENT

1. Individual administrative goals - program of work

- work with each administrator to submit a program of work
- conduct retreat and program of work development

2. Delegation

- review activities and when possible get other staff involved. Spend more time promoting institution.

3. Professional Growth

- attend AACJC annual convention
- work to improve skills on use of the PC and electronic mail

4. Promote staff development

- establish local committee with budget for campus workshop and activities
- work with campus committee on seminar series

Addendum to UMC's Objectives

Student Affairs

Enrollment Goals - At our Managment Retreat this summer we established the following fulltime enrollment goals by division:

	Ag.	Bus.	HHE	A&S	Total
1989-90	300	300	175	50	800
1990-91	325	325	200	50	900
1991-92	325	325	200	50	900



UNIVERSITY OF MINNESOTA
TWIN CITIES

Institute of Agriculture, Forestry and Home Economics
201 Coffey Hall
1420 Eckles Avenue
St. Paul, Minnesota 55108-1030
(612) 624-4777

September 27, 1988

To: Richard Sauer

From: Gene Allen

A handwritten signature in cursive that reads "Gene Allen".

Re: 1988-89 Objectives and Major Activities

My annual objectives and major activities for this year are as follows: I am hopeful that they will need to be modified early in 1989 with the arrival of a new President and your return as Vice President and Director.

1. Assist in selling the IAFHE and University operations and capital request to citizens and legislative members through meetings in Greater Minnesota and as a resource person during the legislative session.
2. Provide leadership to IAFHE efforts such as the Executive Council, Area Research and Education Centers, foundation and alumni efforts and cooperative programs among IAFHE units as well as other U of M units.
3. Continue to improve budget information on Experiment Station projects and more fully integrate this information into project evaluations.
4. Provide special attention to the issues of female and minority recruitment and retention, sustainable agriculture, and new faculty orientation within the IAFHE. At the all-university level, I plan to speak for Commitment to Focus issues that relate to improved liberal education, transfer of effort, student registration and advising procedures, and programs in the biological science.
5. Continue to contribute to the coordination and success of interdisciplinary programs throughout the University.
6. Conduct the appropriate program and administrative reviews within the IAFHE.

In addition to the above objectives, I plan to do the following activities:

1. Play an active role as a member of the National Research Council's Board on Agriculture.
2. Serve as an advisor to the Kellogg National Fellowship Program for Class IX, and as such, participate in their leadership seminar programs.
3. Serve as Chair of the Selection Committee for the International Wolf Prize in Agriculture.
4. Serve as advisor to two North Central Regional Research committees.
5. Attend at least two national meetings in my profession and complete two scientific manuscripts.

1988-89 GOALS AND OBJECTIVES

Office of the Vice President for Finance and Operations
Carol N. Campbell, Acting Vice President

GOAL: Oversee development of accounting, financial management, and budgeting computer systems to support the University's resources management and accountability needs.

Objective: Develop a 5-year plan for financial systems development that identifies system needs, costs, and prioritizes development and installation.

Measurement Criteria: Completion of plan and acceptance by all areas of Finance and Operations.

Objective: Oversee development of six critical financial systems (Property Accounting, Purchasing/Payables, State Plan Self Billing, Flex Benefits I, Students Accounts Receivable, Accounting/Financial Management) and academic and student system priorities identified by the University Management Committee.

Measurement Criteria: Successful completion of project phases identified in the project plan for each system.

Objective: Identify accounting and financial system functionalities and information needs to support a comprehensive institutional budgeting process.

Measurement Criteria: Inclusion of budgeting requirements into accounting/financial system development efforts.

GOAL: Support the University's budget planning, budget development, and oversee budget administration and budget reporting.

Objective: Develop recommendations for a comprehensive institutional budgeting process to include: budget planning, budget development, budget administration, and budget reporting.

Measurement Criteria: Completed recommendations for consideration of University Management Committee.

GOAL: Coordinate University's response to audit and external review groups that deal with financial assessments or control issues.

Objective: Oversee response to and action on the Legislative Audit Report recommendations on the Physical Plant Operations.

Measurement Criteria: Implementation of Physical Plant's performance plans, with timely reporting to the Board of Regents.

Objective: Oversee University response to and implementation of financial and control recommendations of the Governor's Blue Ribbon Commission.

Measurement Criteria: Completion of University response and plans for implementation of accepted recommendations.

Objective: Serve as ex-officio member of the Legislative Financial Review Board, and provide requested financial information for the Board's consideration.

Management Criteria: The Board's acceptance and understanding of University's financial data.

Objective: Begin planning and production of a University-wide policy manual dealing with key financial and administrative policies.

Measurement Criteria: Completion and distribution of at least 5 sections of the planned 25-section policy manual and coordination with plans for updating "Paper Cycle" if appropriate.

GOAL: Provide information to assist the University's Management Committee and Board of Regents in appropriately allocating and maintaining human, physical, and financial resources.

Objective: Define and determine the extent of deferred maintenance problems, and seek adequate resources to address the problem.

Measurement Criteria: Completion of deferred maintenance study with appropriate resource allocation recommendations.

Objective: Complete a comprehensive review of the need for and adequacy of posted fund balances in the unrestricted fund.

Measurement Criteria: Completion of study.

Objective: Develop a civil service career development plan including program priorities, and a comprehensive civil service employee attitude survey to administer during 1989-90.

Measurement Criteria: Completion of career development plan with appropriate recommendations, and complete attitude survey instrument.

Objective: Study Physical Plant boiler replacement, electrical capacity needs, and research option and costs.

Measurement Criteria: Completed studies with appropriate recommendations to the University Management Committee and Board of Regents.

Objective: Implement spending policy changes on endowment, Foundation, and operating reserves to stabilize distributions and augment central reserves for priority programs.

Measurement Criteria: Implementation of spending policy with results reported.

GOAL: Integrate financial and operation goals and objectives with institutional priorities.

Objective: Establish and institutionalize procedures for initiating, justifying, reviewing, and documenting the Legislative Request for Capital Improvements.

Measurement Criteria: Completion of procedures.

Objective: Organize the preparation of a six-year plan for Capital Improvements and formalize procedures to keep it current.

Measurement Criteria: Identification of a process that facilitates a timely and comprehensive six year Capital Improvements plan that meshes with academic priorities.

Objective: Continue efforts to more pro-actively manage real estate assets.

Measurement Criteria: Identification of unused real estate that can be sold to obtain maximum value for the University, or real estate that can be utilized differently to better meet institutional needs.

Objective: Initiate communication of academic planning, program, and other decisions that require physical planning involvement to accomplish.

Measurement Criteria: Prioritization of physical planning work consistent with academic priorities.

Objective: Support the MIS Staff Group in determining system development priorities and administrative information access, funding levels, and charge-out policies.

Measurement Criteria: Completed priority and policy recommendations for approval of University Management Committee.

UNIVERSITY OF MINNESOTA

Office of the Provost and
Vice President for Academic Affairs
213 Morrill Hall
100 Church Street S.E.
Minneapolis, Minnesota 55455
(612) 625-0051

September 26, 1988

TO: Richard J. Sauer, Interim President

FROM: Shirley M. Clark, Acting Provost and Acting Vice President for
Academic Affairs *Shirley M. Clark*

SUBJECT: Goals for 1988-89

Your request to Vice Presidents and Chancellors for preparation of annual objectives for 1988-89 provides an opportunity for me to step back and reflect on the activities and responsibilities of Academic Affairs that are ongoing, needed particularly for this year, or anticipated for the near future. Since the scope of Academic Affairs is extraordinarily broad and comprehensive, I will be selective and focussed in designating certain areas for attention. This should in no way imply that traditional and important administrative functions of Academic Affairs will be neglected in 1988-89.

Two other observations should be offered. One is that the University has a triad of academic vice presidents and four campus chancellors; therefore, the Office of the Vice President for Academic Affairs often serves in coordinative and oversight capacity. Another is that responsibilities of the Office of the Provost and Office of the Vice President for Academic Affairs are, to a great extent, co-mingled. Because of this, I'll not sort objectives into separate lists in this exercise, although that could be done if needed.

1. Communication, Consultation and Relationships

a. Internal to the University, work closely, cooperatively and proactively with other central administrators and senior staff members in Academic Affairs to assure that productive working relationships are maintained with all collegiate deans and academic vice chancellors as well as faculty - staff - student consultative groups. Special attention should be given this year to strategies leading to the improvement of the morale of faculty and staff. Good communication is basic to this.

b. Develop positive relationships with members of the Board of Regents by providing full and timely information about academic programs and personnel matters to Regents committees and to individual Regents.

- c. Work cooperatively with other senior level offices to reach the goal of integrating budgeting and planning efforts and improving institutional databases so that they may be used more effectively as management tools.
- d. External to the University, develop collaborative relationships with academic administrators in other state higher educational systems to aid progress in articulation of students matriculating from one system to another and to engage in conjoint planning where actions taken in one system affect another and/or where issues are common to other systems.
- e. All senior staff members will serve in active ex-officio capacity on University Senate and Twin Cities Assembly committees, and such other internal task forces, advisory committees, and external relationships committees as may be appropriate to our overall and specific responsibilities and functions within the Provost and Vice President for Academic Affairs offices.

2. Academic Priorities: Next Steps

- a. Provide leadership to guide implementation of recommendations adopted by the Regents (or accepted by the administration). Included here are recommendations listed in the implementation calendar presented to the Regents, for discussion, at the August meeting. These recommendations are numerous and will require detailed staff committee planning and careful timing for carry-through.
- b. Provide leadership to facilitate deliberations and specific policy formulation on educational policy and faculty policy proposals in Academic Priorities that require attention from committees of the University Senate.
- c. Track and monitor outcomes of planning.
- d. Develop process for revision and updating of plans for units, with their cooperation, and engage in contingency planning related to status of the central reserves and legislative outcomes.
- e. Continue reviews of academic support units and service units with the assistance of a task force to be appointed early in Fall Quarter.

3. Academic Quality and the Student Experience

- a. There is overlap here with the first set of objectives. I and/or senior staff officers will meet regularly with collegiate

deans and academic vice chancellors — individually, as a whole, and in subgroups — to pursue and resolve issues of academic quality, resources, budget planning and student outcomes. I am particularly desirous of enhancing the organizational climate for undergraduate education and will search for ways to effect this.

b. Provide oversight, implementation management and/or liaison with educational policy issues emerging from Strategy for Focus planning, from international education and exchange, from enrollment management initiatives, and with HECB.

c. Establish and/or supervise searches for General College Dean, University Librarian, and Carlson School of Management Dean.

d. Develop workable mechanisms for resolving academic space assignment and management issues.

4. Support and Auxiliary Services

a. Provide oversight of support operations and auxiliary service units reporting to Academic Affairs with particular attention to the following:

1. obtain consultation on direction of the University Press and initiate search for new Director;
2. obtain approval for transfer of profits from auxiliary services to central administration.

5. Academic Computing and Information Systems

a. Improve the computing environment at the University through analysis of recommendations of the various reports recently submitted for University committees, and implementation of recommendations.

b. Improve the organization of academic information systems and other related academic support services.

c. Take initiative to continue funding or seek new funding sources for academic uses of supercomputing.

6. Minority Affairs

a. Facilitate and encourage the work of the new senior officer for minority affairs toward realization of the primary goal of developing and implementing action plans to provide programs and policies to increase the number of students and faculty of color

at the University. These plans are to be an integral part of revised strategic plans of units during 1988-89.

b. Central initiatives to increase access will be undertaken as well.

7. Women's Affairs

a. Continue initiatives to focus broadly on issues of the working environment for women at the University by assisting evolution of the Minnesota Plan II (for women) which is currently in the formative stage.

b. Work, as appropriate, with the President's office, University Attorney's Office and the Office of Equal Employment Opportunity to address stated concerns during the Rajender decree extension period.

8. Academic Personnel

a. Searching for a senior officer to replace Dr. Betty Robinett in policy formulation resolution functions, coordination of tenure and promotion reviews and a range of other personnel responsibilities, including oversight of the professional and administrative personnel system. Additional elements of the Assistant Vice President position will be responsibilities for faculty career development, and academic administrator training sessions. Until the new senior officer is appointed, the executive level responsibilities of the post are being shared within Academic Affairs.

I would reiterate that these are high priority goals for 1988-89 involving not only the Acting Vice President and Provost but, as well, each of the other senior officers and domains within the span of control of Academic Affairs. There are numerous other important areas of activity not listed here. We are committed to doing our best with respect to all of our responsibilities.

As a personal footnote, I would add that I will be teaching a course entitled "American Higher Education" in Fall Quarter and that I have a number of graduate advisees with whom I am obligated to maintain contact over this academic year. It adds to the workload, but it's quite in keeping with the focus of Academic Affairs.



UNIVERSITY OF MINNESOTA
TWIN CITIES

Office of the University Attorney
330 Morrill Hall
100 Church Street S.E.
Minneapolis, Minnesota 55455
(612) 624-4100

September 27, 1988

TO: Richard J. Sauer, Interim President

FROM: William P. Donohue, Acting General Counsel
and Vice President *W. P. Donohue*

RE: Annual Objectives

In accordance with your request, I am submitting my objectives for 1988-89. In preparing the objectives, I have tried to reflect my "acting" status and the changes which will be occurring at the University and in our office within the next year.

In my view, the office has run well for the last several years providing the University with high quality legal services at a reasonable cost. Accordingly, the overriding objective for this year will be to continue to provide those services during this time of change. More specifically, I believe the following are the most important objectives for the next year:

- 1) Personnel Needs. Aside from the search for a new general counsel, which will be conducted out of the President's Office, we are conducting a search to replace two attorneys and have hired a temporary replacement for an attorney who is on a one-year leave. My major objective for the year is to complete this hiring and to get these attorneys in place. This is essential to providing necessary legal services to the University at a level consistent with the quality historically provided by the office.
- 2) Litigation and Claims. As in the past, our objective is to provide the University representation of the same quality as that provided by the best private law firms in all lawsuits and administrative hearings. Our litigation activities include representation in approximately eighty lawsuits in state and federal court, over forty claims before the Department of Human Rights, and numerous grievances and arbitrations.

This year will require the education and supervision of several new staff attorneys to assure that they become

acclimated to the structure and legal needs of the University. This should in turn help us to continue to provide "in-house" representation in virtually all litigation matters.

- 3) Advice and Counsel. It is our objective to provide prompt advice and counsel on the legal questions posed by the Regents and administration. The advice and counsel function is one of the major roles played by the attorneys in our office, ranging from preventative law presentations to advice on contractual and personnel matters. Among the significant legal issues that need to be dealt with in the near term are continuing advice on the presidential search and University faculty retirement plan.
- 4) Post Rajender. While the Consent Decree recently has been extended, it is important to plan for its expiration. In the next year, in conjunction with Patricia Mullen, the Director of the Office of Equal Employment Opportunity, I will put together a plan that includes appropriate faculty and class member consultation for identifying and dealing with these issues.
- 5) Office Administration. My most pressing personal goal is to assure that the office continues to function administratively and creates an environment that is consistent to providing high quality legal services to the University.

**OBJECTIVES FOR
THE VICE PRESIDENT OF EXTERNAL RELATIONS
1988 - 89**

Richard B. Heydinger, Vice President

A. To build an effective Office of External Relations (ExR) by:

- integrating the five units comprising ExR (ie., federal relations, state relations, university relations, foundation and alumni association);
- staffing the office with highly skilled professionals across the diversity of responsibilities comprising ExR;
- improving continually the management effectiveness of ExR;
- achieving financial stability for the units of ExR by establishing recurring budgets for each unit;
- maintaining regular and effective communications with the many individuals and constituencies affected by ExR proposals.

B. To develop high quality University-wide standards for external relations which are consistent with the mission, governance, and public nature of the University of Minnesota by:

- developing policies and practices for external relations activities;
- assisting University units in developing their own external relations activities;
- exhibiting a model of high quality external relations;
- augmenting our expertise with the advice of highly skilled, experienced professionals, including volunteer assistance and contracted work as appropriate.

C. To enhance the credibility of the University with both internal and external audiences by developing and executing effective communications which:

- measure people's attitudes and concerns about the University;
- remind people of the high quality, on-going work of the University's teaching, research, and service;

- respond candidly, comprehensively, and in a timely way to people's questions about the University.

D. To maximize the allocations received from the state legislature on the operations and capital requests by:

- effectively communicating the rationale and intended outcomes of the University's request;
- broadening the base of support for the University's request through cooperative lobbying approaches which effectively utilize the many constituencies supporting the University;
- responding to all of the legislature's information needs in a candid, comprehensive, useful, and timely manner.

E. To continue to expand our program in federal relations by:

- increasing the frequency and regularity of contact with the Minnesota Congressional delegation;
- continuing to monitor developments in federal agencies and Congress which have implications for the University;
- engaging a broader mix of University people in a coordinated federal relations effort through improved internal communications.

F. To be full and effective participants in development and discussion of state higher education policy by:

- ensuring effective University representation at all levels of discussion with the state government and other higher education systems.

G. To position the University for a continued program of successful private fundraising and to continue to expand the involvement and support of University alumni by:

- (See attached pages for details.)

**Office of Alumni Relations and Development
1988-89 Goals**

The Office of Alumni Relations and Development encompasses the Minnesota Alumni Association, the University of Minnesota Foundation, the office of development, and the departments of alumni relations and alumni/development communications. Together, these operating units are committed to an ongoing, mutual goal to advance the University of Minnesota--particularly its educational, research, and service enterprises--by building greater support for the institution among alumni, friends, corporations, foundations, and organizations.

While the commitment to coordinate programs to meet this common goal exists among all parties, both the Minnesota Alumni Association and the University of Minnesota Foundation are governed by volunteer boards which independently, based on members' experiences with the University, determine annual priorities and objectives.

1. To cement relationships between the University and its major donors--forged and furthered during the 1985-88 Minnesota Campaign--that are meaningful, based on the donors' interests in the institution; that are honest, based on accurate and complete information about the uses of gifts and their subsequent benefits; and that respond to the University's ongoing needs for private support.

- Build a broader, more integrated network of volunteer leaders for the University
- Improve direct and mass communications with donors
- Give maximum personal attention and recognition to major donors through events and through involvement and educational opportunities
- Continue to coordinate and maximize college- and coordinate campus-based recognition programs

2. To establish the Minnesota Alumni Association as a concerned advocate about University issues, through greater visibility for and understanding about alumni opinions and attitudes.

- With volunteer leaders, establish a comprehensive communications plan for the association that identifies purposes, messages and themes, audiences, and vehicles
- Continue to coordinate traditional and college-based alumni events, and encourage within these events, support for the association's advocacy role
- Pursue expanding the circulation of Minnesota magazine to all alumni, faculty and staff three times per year
- Create visibility for the association's role in recruiting students, recognizing top faculty, and providing scholarships

3. To strengthen the role of alumni and volunteers who can positively influence the outcome of the University's 1989-91 biennial request.

- Activate alumni network volunteers to assist with one-on-one contact to legislators and coordinating legislative meetings throughout the state
- Communicate regularly with legislative network volunteers through University periodicals and specially-targeted newsletters, letters, or advisories

4. To raise by June 30, 1989, a minimum of \$40 million in gifts and irrevocable commitments.

- Involve more volunteers in the cultivation, solicitation, and closing of gifts
- Aid in the design and implementation of decentralized, individually-tailored, college and coordinate campus programs that involve deans and chancellors more actively in fund raising and management of development efforts
- Improve strategic services that can centrally serve collegiate and coordinate campus development programs, including
 - increasing current giving services and support for college and departments
 - implementing an expanded, more effective program of planned giving
 - upgrading services for volunteer recruitment, training, and recognition
 - enhancing prospect research services
 - coordinating corporate and foundation solicitations
- Increase coordination between alumni and development staff to improve donor identification, information, and cultivation

5. To increase Minnesota Alumni Association membership by 4%.

- Initiate target marketing membership appeals, for instance for specific collegiate and special interest alumni groups
- Establish membership goals for program staff members, alumni societies, and chapters
- Continue to refine the new-graduate complimentary membership program

6. To improve operations of the office of alumni relations and development that lead to greater efficiency and productivity.

- Complete implementation of the donor management system by eliminating technical problems, fine-tuning information stored on the system, training AIS staff to conduct accurate queries, and teaching clients how to capture and use data according to specific standards
- Continue to build research capabilities to increase information available about alumni and donors, and integrate this information in the the donor management system
- Investigate funding options to support the alumni association, and determine the feasibility of an all-University association
- Continue to provide ongoing training, professional development opportunities, and team building programs for staff

1988-89 Objectives

Neal A. Vanselow
Vice President for Health Sciences

1. Obtain Regents' approval for and begin implementation of academic plans developed by Health Sciences units.
2. Initiate a major program of remodeling and new construction for University Hospital.
3. Obtain understanding of the problems caused by high tuition in the Health Sciences and initiate steps to deal with these problems.
4. Obtain improved state funding for those Health Sciences units which rank funding adjustment data show to be at the bottom of their peer group.
5. Obtain legislative approval of schematic and working drawing funds for the Basic Science/Biomedical Engineering Building and the CBS addition; obtain funding for remodeling of those portions of the Mayo Building and the Variety Club Heart Hospital which have been reassigned to the Medical School; obtain construction funds for an addition to the UMD School of Medicine; obtain construction funds for the Veterinary Diagnostic Laboratory addition and remodeling.
6. Initiate a review of the governance of the College of Veterinary Medicine and begin the search for a new College of Veterinary Medicine dean.
7. Finalize new affiliation agreements with Hennepin County Medical Center and St. Paul Ramsey Medical Center.
8. Complete the "search committee phase" of the recruitment of a new Vice President for Finance and Physical Planning.
9. Continue the development of programs in geriatrics.

FRANK B. WILDERSON, JR.
VICE PRESIDENT FOR STUDENT DEVELOPMENT
1988-89 OBJECTIVES

I. Objective: Enhance my management of Student Development units and ensure that the Academic Priorities in the undergraduate experience are fully integrated into each units' plans.

- Process:
- A. Develop with individual Coordinators a clear set of expectations, or performance objectives, which integrate the appropriate Academic Priorities for the Coordinator's unit. Review these objectives at the end of Fall and Winter quarters and in the 1989 annual performance review to measure progress on these plans.
 - B. By August 1988, follow-up the goal-setting meetings with a summary memorandum giving each Coordinator clear directions and approval for moving to perform certain tasks and to complete specified objectives throughout the next year. These summaries will be documents to be included in the April, 1989 performance reviews.
 - C. In order to maintain and oversee progress toward the attainment of the implementation of objectives, require each Coordinator to provide my office with regular progress reports.
 - D. Meet with each Coordinator and that Coordinator's Directors at least quarterly to review and discuss progress in high priority programs and services.

Measure: Assess programmatic and/or budgetary changes that have been implemented as a result of the directions outlined in Academic Priorities - Next Step.

II. Objective: Improve consultation and interaction with campus student organizations and with student leaders.

- Process:
- A. Continue monthly meetings with student leaders and student organizations.

- B. If the need is indicated, meet with smaller groups of student organizations around topical areas. Where appropriate, invite the President, Vice Presidents, Deans or other University officials.
- C. By January, 1989, hire a new Coordinator for Minnesota Unions and Student Activities who will be able to assist in integrating Academic Priorities and enhancing undergraduate life through his/her position.

Measure: Improvement will be measured by a pre-survey of collegiate and campus student leaders' perceptions of OSD consultation and interactions in early Fall Quarter and a post-survey of collegiate and campus student leaders' perceptions of OSD consultation and interaction at the end of Spring Quarter, 1989.

III. Objective: Enhance the support systems for student enrollment management, and financial aid delivery.

- Process and Measure:
- A. Work with Jim Preus in getting the student enrollment management system reviewed by Deans, Department Heads and Chancellors in the University of Minnesota system in time for the planned December, 1988 Regental approval consistent with legislative FYE limits.
 - B. Bring forth to the President and Vice Presidents, in a timely manner, specific issues to be discussed and options for resolutions regarding student enrollment management. These will appear formally as agenda items.
 - C. Take to the President and Vice Presidents for discussion of federal and state financial aid issues, with recommendations for University actions to lobby for outcomes that are in the best interest of the University. These will appear formally as agenda items.

IV. Objective: Assist University Counseling Services in its development of a standardized Sexual Harassment/Abuse Program and in the delivery of that program to audiences throughout the University Community, with special emphasis on student groups.

- Process:
- A. By October, 1988, oversee the design and development of the new program, which will include input from experts, addition of one new staff person, and the training of male and female student presenters.
 - B. By October, 1988, ensure that a presentation of the new program will be made to Student Development Coordinators and Directors for their information and consideration of student groups that could benefit from the program.
 - C. Work to ensure that the Sexual Harassment/Abuse Program is considered for implementation by coordinate campuses. Ensure that a presentation is made to the Student Development Vice Chancellors by December, 1988. By March, 1989, assist University Counseling Services in providing training to presenters at interested coordinate campuses.

Measure: We will provide 40 workshops for a market of 4,000 students, faculty and staff by the end of Spring Quarter, 1989.

V. Objective: Work with the Provost to develop a campus-wide advising model which includes the participation of Student Development units.

- Process:
- A. Assist the Provost in developing common counseling and advising programs for freshmen admitted through the common entry point.
 - B. Appoint and charge a joint Student Development - Academic Affairs task force to prepare detailed recommendations for the development and organization of new advising services.

- C. If soft funds can be made available in Fall Quarter, 1988, continue development of a computer system to support academic advising and degree clearance. Advocate a legislative special for support of development and operation of this new system.

Measure: I will provide recommendations to you by February 1, 1989. They will cover conceptual design, approximate cost estimates, and development strategy.