

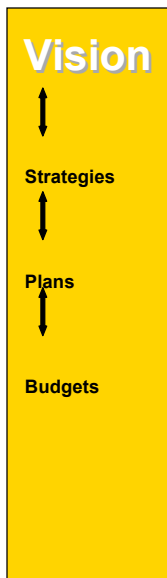


Administrative Service & Productivity Task Forces

Progress Report to the Board of Regents

December 9, 2005

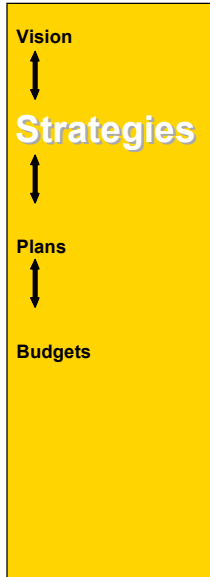
President's Aspiration for Administrative Operations



“The University of Minnesota will be known as much for its service and business innovation as for its high quality research, education, and outreach.”

President Robert Bruininks
Inaugural Address, 2002

Guiding Principles / **Strategic Vision** / Action Areas



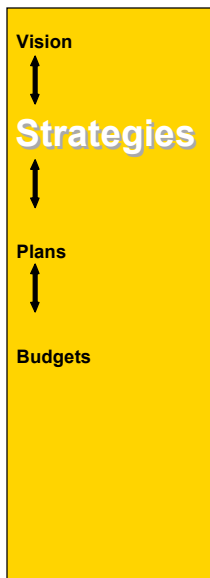
We will provide quality administrative services at best value to support the education, research, and service missions of a top-ranked public research university. The University's administrative culture and services will be integrated and cross-functional in order to be:

- ✓ *In direct support of the academic, research, and outreach missions*
- ✓ *User-centered, focused on meeting the needs of faculty, staff, students, and the public*
- ✓ *Responsive, high quality, and efficient*
- ✓ *Easily understandable and simple to use*
- ✓ *Performance based: accountable for results and judicious with resources*
- ✓ *Continually improving*

*Source: Administrative Strategic Planning Task Force- Next Steps Report to the President (May 2, 2005) & Steering Committee revisions

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Guiding Principles / Strategic Vision / **Action Areas**

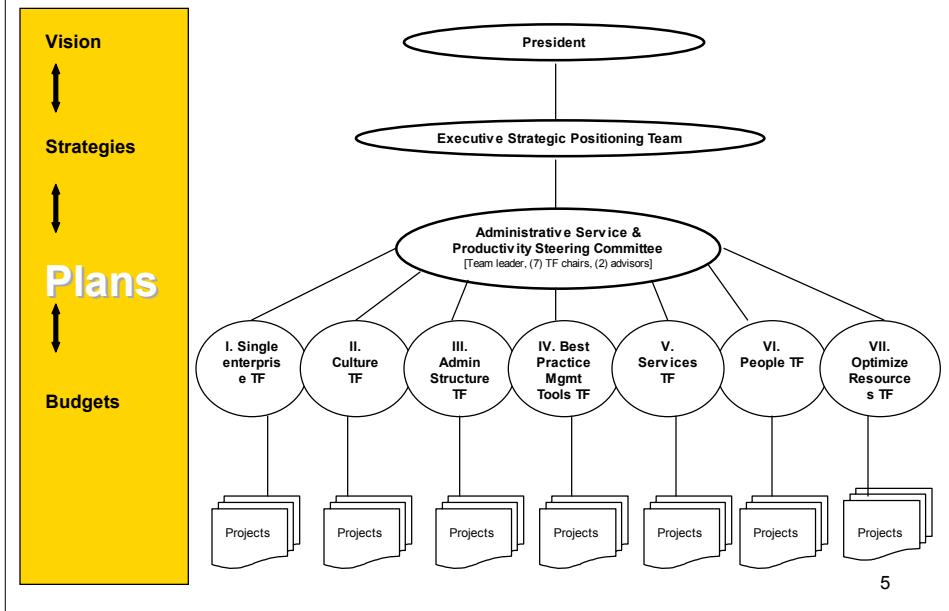


- I. Recognize the University of Minnesota, its campuses, colleges, departments, and units as a **single enterprise**.
- II. Embrace and achieve a **culture** that is committed to excellence, service, and continuous improvement.
- III. Transform the "centralized vs. decentralized" **administrative structure**.
- IV. Adopt **best-practice management tools** throughout the University that support fact-based decision making.
- V. Focus administrative support on **servicing students, faculty, and academic units**.
- VI. Maximize opportunities for the **people** of the University to grow, develop, and contribute.
- VII. **Optimize** the use of the University's physical, financial, and technological **resources**.

*Source: Administrative Strategic Planning Task Force- Report to the President (March 30, 2005)

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Implementation Structure



Administrative Service & Productivity Steering Committee



Administrative Service & Productivity Action Areas

Implementation

Action Area: (I) Single Enterprise

Objective: Recognize the University of Minnesota, its campuses, colleges, departments, and units as a single enterprise. Establish uniform standards and systems will help reduce duplication of administrative processes and their associated support structures.

Foundational work:

- Process development – ID, evaluate, gain approval, and ensure implementation of appropriate “single enterprise” systems

Current projects demonstrating the principles:

- **Resource 25 (classroom scheduling)**
- Single IT network
- Employment verification and background checks

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Administrative Service & Productivity Action Areas

Implementation

Action Area: (II) Culture

Objective : Embrace and achieve a culture that is committed to excellence, service, and continuous improvement. A culture which is aligned with and encourages transformational behavior and outcomes is essential for the University to achieve its strategic vision. Focus on an administrative culture that is accountable, integrated, and user-centered.

Foundational work:

- Define, communicate, and recommend initiatives to further a culture that supports the University’s aspirations

Current projects demonstrating the principles:

- Spotlight of Success on the U of M website
- **Improvement Liaison Group**

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Administrative Service & Productivity Action Areas

Implementation

Action Area: (III) Administrative Structure

Objective: Transform the “centralized vs. decentralized” administrative structure. A new model of how we organize and structure administrative support to the academic enterprise must be created so we can make the best use of all of our resources.

Foundational work:

- Framework development – defines administrative responsibilities, ID’s opportunities for sharing/clustering

Current projects demonstrating the principles:

- Administrative structures for redesigned colleges
- **Shared Data Center Strategy**

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Administrative Service & Productivity Action Areas

Implementation

Action Area: (IV) Best Practice Management Tools

Objective: Adopt best-practice management tools throughout the University. Providing better information will support fact-based decision-making and will demonstrate successes, target areas for improvement and maximize the effective use of resources.

Foundational work:

- **Administrative policy review and simplification**
- Management tools/techniques ID and adoption
- Service unit operational and leading indicator metrics

Current project demonstrating the principles:

- Travel policy simplification (EFS initiative)
- Transformational Leadership Program

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Administrative Service & Productivity Action Areas

Implementation

Action Area: (V) Services

Objective: Focus administrative support on serving students, faculty, and academic units. Strengthening our understanding of the people we serve will allow administrative and support units to provide excellent services in alignment with their needs.

Current projects demonstrating the principles:

- Conversion to property services model in facilities
- Extending student service hours of operation
- Conference and events services

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Administrative Service & Productivity Action Areas

Implementation

Action Area: (VI) People

Objective: Maximize opportunities for the people of the University to grow, develop, and contribute. The University of Minnesota must transform its human resource system to foster creativity and innovation while enhancing effective, accountable administration. This means not only recruiting individuals at the top of their disciplines, but also providing individuals the means to develop new skills, once hired.

Current projects demonstrating the principles:

- Comprehensive review process for deans and senior administrators
- Merit system for Civil Service
- Manager development program

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Administrative Service & Productivity Action Areas

Implementation

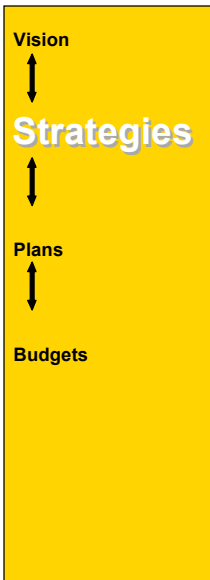
Action Area: (VII) Optimize Resources

Objective: Optimize the use of the University's physical, financial, and technological resources. Strategic resource acquisition, management, and redeployment are essential if the University is to achieve its long-term goals and advance academic quality.

Current projects demonstrating the principles:

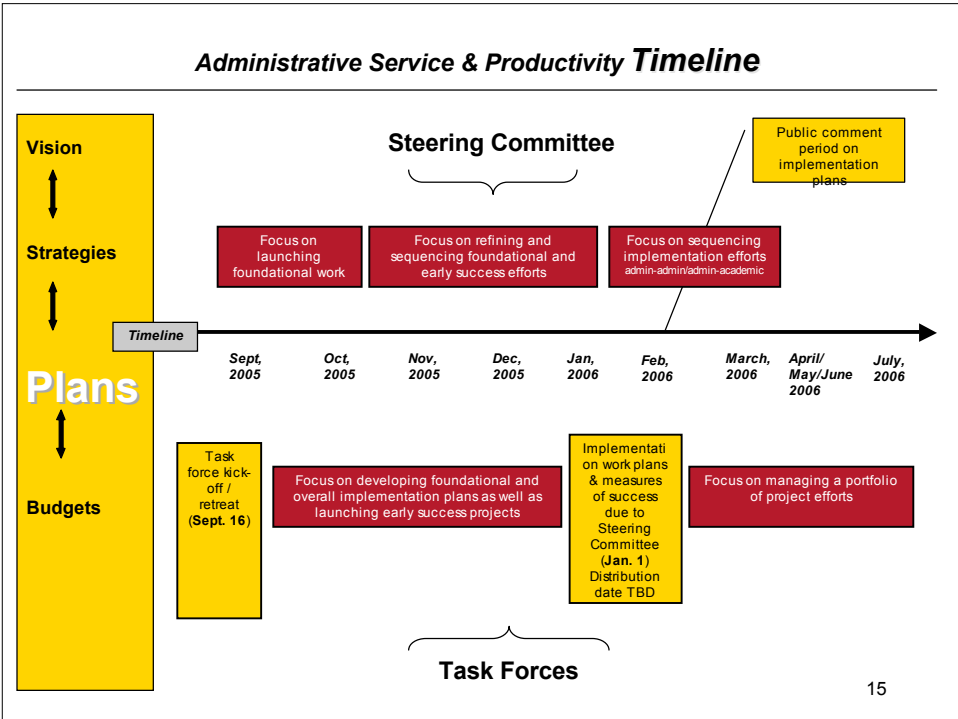
- Internal budget model
- Utility fuel purchasing strategies
- Investment strategies

Guiding Principles / Strategic Vision / Action Areas



		Strategic Positioning Action Strategies				
		Students	Faculty & Staff	Culture	Resource Use	Communication & Engagement
Administrative Action Areas	Overall Admin Strategy					
	Single Enterprise					
	Culture					
	Admin Structure					
	Best Practices					
	Service for students, faculty, units					
	People					
	Optimizing Resources					

■ = Core driver of Strategic Positioning Action Strategy
■ = Strongly Supports Strategic Positioning Action Strategy



CONCLUSION

Vision

↓

Strategies

↓

Plans

↓

Budgets

“The University of Minnesota will be known as much for its service and business innovation as for its high quality research, education, and outreach.”