



**UNIVERSITY OF MINNESOTA
ADMINISTRATIVE STRATEGIC PLANNING
TASK FORCE**

NEXT STEPS REPORT TO THE PRESIDENT

MAY 2, 2005

INTRODUCTION: DEVELOPING NEXT STEPS

The University of Minnesota aspires to become one of the three best public research universities in the world within the next decade. For the University of Minnesota to achieve its goal, we must transform our administrative processes and cultural expectations across all University campuses and operations. In January 2005, President Bruininks appointed an Administrative Strategic Planning Task Force to assess administrative support services and determine how best to align those services with the priorities and needs of the academic, research, and outreach missions of this institution. President Bruininks has stated his aspiration that the **University be known as much for its service and business innovation as for its high quality research, education, and public service.**

On March 30, 2005, the Administrative Strategic Positioning Task Force presented its recommendations for change to the president. The recommendations and associated strategies were comprehensive and far-reaching. The Task Force noted that the recommendations are inter-related and must be advanced together in order for transformational change to be possible. As outlined in that report, thoughtful work needed to occur to determine how the recommendations and strategies should be operationalized.

During the month of April, the Task Force began to work through the challenge of structuring an implementation, sequencing, and accountability plan for the recommendations and supporting strategies. This report captures the Task Force's recommendations for making an administrative transformation at the University of Minnesota a reality.

PROCESS

The Administrative Strategic Planning Task Force is co-chaired by Vice President Kathleen O'Brien and Executive Associate Vice President Alfred Sullivan and members include faculty representatives, administrators from central units, colleges, and coordinate campuses. The group met regularly from January through April. (See *Appendix C for Task Force membership list.*)

The Task Force began by discussing and adopting the following principles to guide its efforts:

- Work toward optimal alignment of administrative services with the academic mission.
- Demonstrate openness to reviewing all and any administrative process, structure, and policy (i.e. everything is on the table).
- Recommend administrative initiatives that can be implemented within targeted timeframes.
- Identify structures and processes that can remove barriers, eliminate duplication, and reduce regulation in order to drive sustainable administrative improvements.
- Assume that any recommendations for new structures, processes, and standards will be University-wide and participation will be required, with minimal opt-out and only for specific reasons, agreed upon in advance.
- Emphasize the need for decision-making that is driven by reliable information rather than past practice or anecdote.
- Understand the impact of change on individuals and units and plan appropriately.

In February, the Task Force identified the desired end state for administrative services and compared that end state to existing strengths, weaknesses, opportunities, and threats. In order to be broadly consultative in its work, the Task Force employed several strategies:

- Eight subcommittees were convened by members of the Task Force and composed of small groups of knowledgeable University community members, including end users of the services. The subcommittees consulted with constituencies and experts in the University community. (See *Appendix C for subcommittee membership list.*)
- The Administrative Strategic Planning Task Force reviewed the final reports of several recent task forces to take advantage of work that had already been done and to further explore their recommendations. (See *Appendix D for list of reports.*)
- Two open forums were held in cooperation with the Academic Strategic Planning Task Force to gather feedback from faculty, staff, and students. Forum participants were invited to submit questions and comments in person or via forms to be sent to the Provost's office.
- The strategic positioning Web site was expanded to include information about the work of the Administrative Strategic Planning Task Force. A link on the site encouraged visitors to submit questions and comments via email.

The Task Force carefully gathered and considered the hundreds of ideas and comments that were generated during the development and consultative processes.

Following presentation of the recommendation report to the president in March, the Task Force continued to meet through April in order to design an implementation plan. The Task Force undertook the following activities:

- Determine which of the strategies are natural components of a unit's work plan and which of the strategies will require new cross-functional teams to address and implement them.
- Develop an initial plan for sequencing the recommendations and strategies and outlining expectations for completing implementation plans.
- Define leadership responsibility and authority for the recommendations and associated strategies.
- Determine how progress on the recommendations will be measured and when.

In addition, the Task Force worked to develop an explicit definition of its vision for administrative operations at the University of Minnesota. Task Force members were in agreement that the University needed a description of quality administrative services that was understandable, memorable, and motivating.

OVERVIEW OF RECOMMENDATIONS

The Administrative Strategic Planning Task Force developed a set of recommendations for President Bruininks. These recommendations build on a substantial body of continuous improvement work accomplished throughout the University over the past several years. In forming its recommendations, the Task Force did not perform cost-benefit analyses of the recommendations, but did provide estimated cost savings for specific strategies where available.

The Administrative Strategic Planning Task Force believes that its recommendations and associated strategies are comprehensive and far-reaching. All seven recommendations are inter-related and therefore must be advanced together in order for transformational change to be possible. The Task Force estimates that substantial progress on these recommendations will take three to five years. They will require focus, persistence, and a considerable commitment of human and financial resources, but will ultimately avoid costs and achieve savings. The Task Force believes there is support, commitment, and resolve among administrative and support unit leaders across the University to achieve this change agenda.

Detailed descriptions of each of the seven major administrative recommendations is provided in the March 30, 2005 report to the president. A summary of the recommendations is outlined below:

1. **Recognize the University of Minnesota, its campuses, colleges, departments, and units as a single enterprise.** Establishing uniform standards and systems will help reduce duplication of administrative processes and their associated support structures.
2. **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.
3. **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.
4. **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.
5. **Focus administrative support on servicing 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.
6. **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.
7. **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.

In developing the seven key recommendations, the Task Force focused on how to best support and operationalize the **five action strategies outlined in the University's Strategic Positioning Report**:

- Recruit, educate, challenge, and graduate outstanding students.
- Recruit, mentor, reward, and retain outstanding faculty and staff.
- Promote an effective organizational culture that is committed to excellence and responsive to change.
- Enhance and effectively utilize our resources and infrastructure.
- Communicate clearly and credibly with all our constituencies and practice public engagement responsive to the public good.

The following table demonstrates specifically where the Task Force identified alignment of administrative recommendations with the five strategic positioning action areas. As an example, the administrative recommendation to recognize the University of Minnesota, its campuses, colleges, departments, and units as a single enterprise includes initiatives such as developing purchasing tool standards in order to reduce costs. This recommendation is in direct alignment with the strategic positioning action area focused on enhancing and effectively utilizing our resources and infrastructure.

Aligning Administrative Task Force Recommendations with Strategic Positioning Action Strategies

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

(✓ = The task force recommendation supports the action strategy)

(✓✓ = The task force recommendation is a core driver for the action strategy)

DEFINING A VISION

To define our desired objective, the Task Force articulated a vision for the future of administrative operations at the University of Minnesota.

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:

- *Aligned with and supportive 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*
- *Accountable for results and judicious with resources*
- *Continually improving*

IMPLEMENTATION STRUCTURE

The Task Force proposes an implementation structure that greatly increases the likelihood of significant progress within each and across all of the seven administrative recommendations. The structure will require a major commitment of time, energy, and talent on the part of the University. It will require the University to prioritize its work to ensure that all activities are aligned and sequenced appropriately to facilitate success of the University's goal.

The structure includes:

- Executive owners for each of the seven recommendations who would assume responsibility for driving the accomplishment of each recommendation and who identify, prioritize, sequence, review and resource project work.
- An executive owners group, serving as a subcommittee of the executive team, composed of the seven executive owners who would meet regularly to support success of each and every recommendation team;
- Steering teams who would advise each executive owner and serve as the project team for the major foundational projects in that recommendation area;
- Periodic oversight sessions with the president and the president's executive team to review progress of the seven recommendation areas, ensure alignment with the academic activities, and facilitate progress against overall University measures; and
- Periodic reporting to the Board of Regents to review progress against overall outcome measures.

This structure should produce alignment, engagement, and accountability. It aligns the President's Executive Team, owners and advisors for each administrative recommendation, and project teams to achieve/execute strategies and recommendations. The structure will:

- Systematically engage leadership in the process and progress of making the recommendations a reality;
- Define ongoing ownership and accountability for the recommendations and supporting strategies;
- Facilitate identification of cross-functional issues;
- Provide a mechanism to manage expectations, avoid competing priorities, and make strategic course corrections;
- Facilitate regular assessments of project work and resource allocation to best achieve success; and
- Focus the key management areas of information technology, human resources, finance and communications on serving internal customers and strategic objectives.

We believe this structure and effort is essential because without this consensus and commitment by leaders at all levels of the University, we would expect inadequate results.

Proposed roles and responsibilities:

Board of Regents

- Factoring in existing delegations of authority and reporting structures, periodically review progress against overall outcome measures
- Ensure the public is informed of activities and accomplishment of key milestones

President

- Periodically track progress against the seven recommendations
- Provide direction regarding progress
- Make decisions required to advance all seven recommendations, including resource support
- Ensure the Board of Regents, public, and University community are kept informed
- Reward success

President's Executive Team

- Periodically track progress against the seven recommendations
- Provide political support and constructive feedback regarding the portfolio of work efforts
- Promote awareness of cross-theme issues, impacts, requirements
- Break down "silo" mentalities

Executive Owner (for each recommendation)

- Assume ultimate accountability and responsibility for driving accomplishment of specific recommendations (member of the President's Executive Team)
- Identify, prioritize, sequence, review, and resource project work
- Collaborate with the president, Executive Team members, the recommendation's steering team as well as project team leaders, to set direction and break down organizational barriers
- Lead the creation of new opportunities within and across the University
- Drive a continuous improvement focus
- Ensure that projects have goals aligned with the recommendation
- Develop and direct overall deployment activities
- Champion the institutionalization and sustainability of improvements
- Conduct periodic project progress reviews to ensure timely success

Executive Ownership Team (for all seven recommendations)

- Team of seven executive owners
- Facilitate on-going collaboration among executive owners to address cross-theme issues, impacts and opportunities
- Assist with identification, prioritization, sequencing and reviewing project work
- Support success of the entire administrative change effort

Steering Team (for each recommendation)

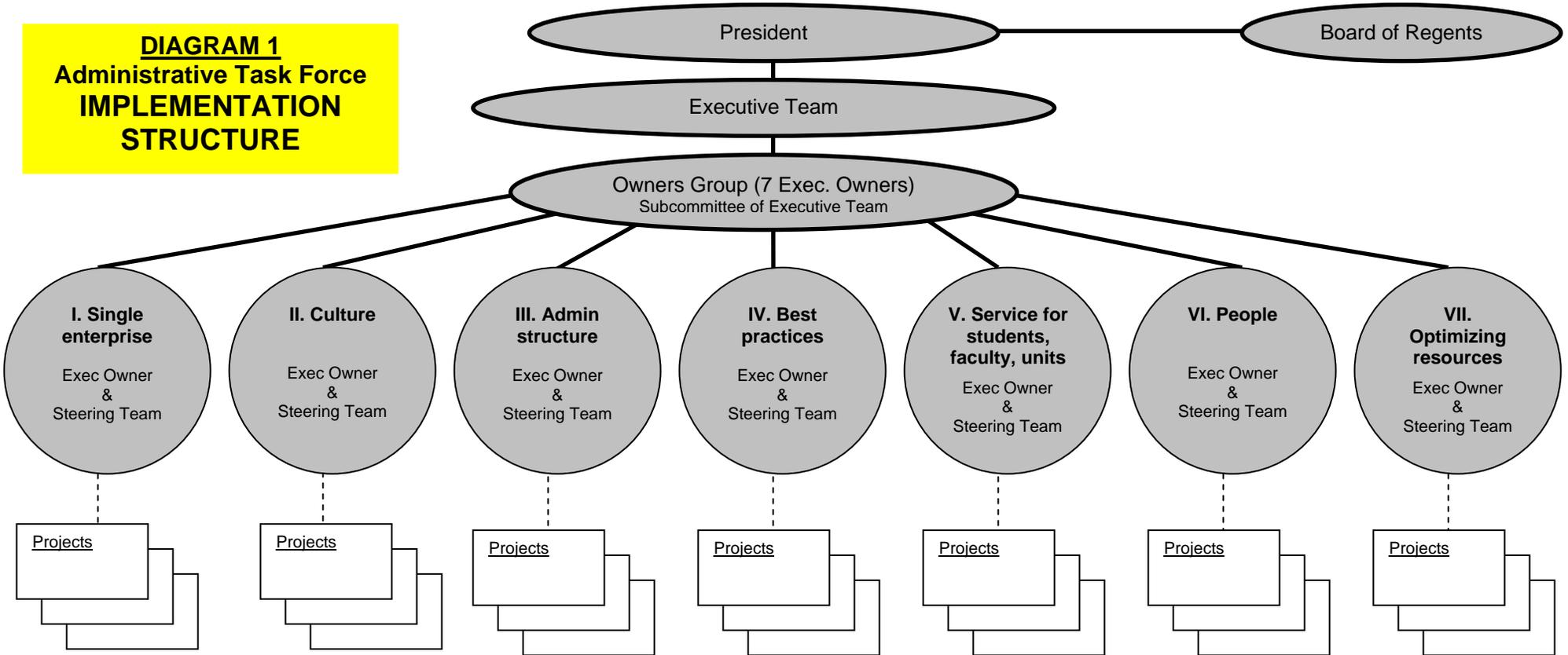
- 4-7 person cross-organizational team
- Provide support to the executive owner responsible for respective recommendation
- Assist with identification, prioritization, sequencing and reviewing project work
- Serve as the project team for foundational strategies

Project Work

- Each recommendation area contains a portfolio of project work. (In the proposal stage these are referred to as "supporting strategies." Once endorsed, they will become "projects.")
- Executive owners will need to evaluate their project portfolio. Some projects are already contained in a unit's work plan or there is an existing ad-hoc team with accountability for the project. Others will need to be assigned to unit work plans or a new team will need to be formed to address the project.

The diagram on the following page demonstrates the structure and alignment of the proposed implementation framework:

DIAGRAM 1
Administrative Task Force
IMPLEMENTATION
STRUCTURE



SEQUENCING PLAN

In March, the Task Force reported over one hundred supporting strategies to the president. These strategies serve the seven overarching recommendations. Once endorsed, these supporting strategies will officially become projects. The Task Force created four primary categories with which to sort the projects: foundational; underway; immediate; and long-term. In the future, strategies will be redefined and new projects will be added. The list of strategies is not complete or limited.

This sequencing structure provides a way to order our work to ensure it is done in a requisite order, to avoid the need to redo the work, and to anticipate what is needed to complete other projects. It will require a substantial amount of sharing and working together to appropriately categorize each project. This plan is meant to introduce discipline into this transformational effort. It is about adopting a roadmap for administrative action.

Foundational projects *(See Appendix E for draft charges to these work teams)*

- Major, transformational projects
- Necessary to support future work and facilitate overall success
- Need to be initiated immediately, although not necessarily completed before other projects begin
- Four of the seven recommendations contain a foundational project
- This will be the first work of the steering team for the respective strategy - the recommendation's executive owner will be the project leader

Underway projects

- Projects that are already moving
- We need to account for this work. It impacts our ability to resource other projects and it will be the starting point for change.
- Each is either part of an existing work plan or an ad-hoc team is managing it
- Each will be accountable to the appropriate executive owner and steering committee for deliverables and measures of success

Immediate projects *(See Appendix B for details about key examples)*

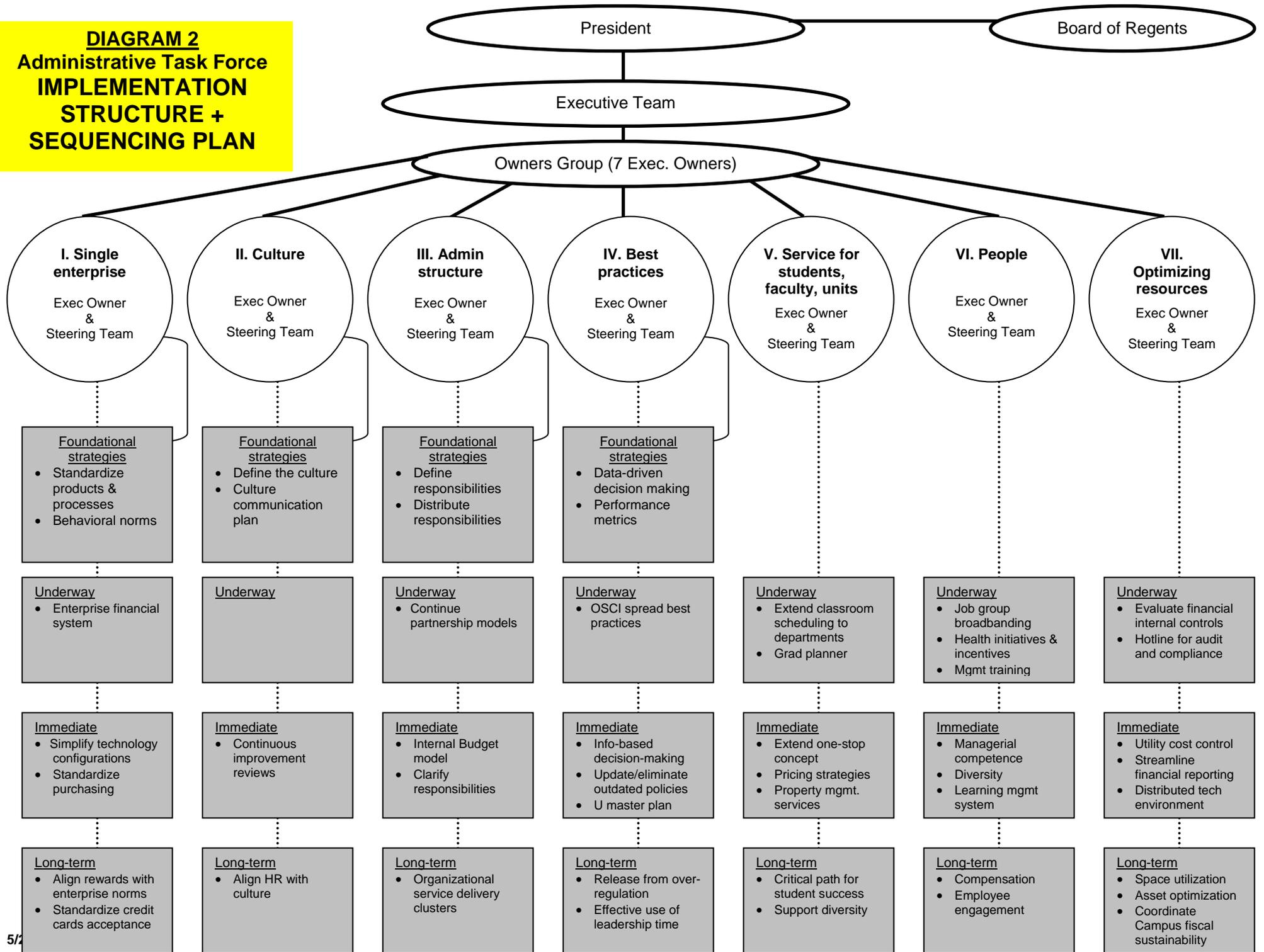
- Projects that are on deck - we are ready to go, just have not started yet, have not had approval, or political will
- Each will be a part of a unit's work plan or a project team with a project leader who will manage it
- Each will be accountable to the appropriate executive owner and steering committee for deliverables and measures of success

Long-term projects

- Important, transformational projects
- Need to let other projects go first, however these are no less important
- We are committed to moving forward with these projects

The diagram on the following page demonstrates how the project sequencing relates to the implementation structure. Appendix A provides additional examples of how the projects will be sequenced. The examples in the diagram and Appendix A should be considered as a suggested approach and are not an exhaustive list. The executive owner and steering committee for each recommendation should determine how projects are sequenced and how possible new projects will be added.

DIAGRAM 2
Administrative Task Force
IMPLEMENTATION
STRUCTURE +
SEQUENCING PLAN



MOVING FORWARD...

In order to move this work to the next stage of implementation, the Task Force recommends that President Bruininks consider the following areas:

- Adoption of the administrative recommendations and supporting strategies (Once adopted, they will become “administrative action areas” and “projects.”)
- Endorsement of the implementation strategy

If the recommendations and implementation structure are approved, the president will need to take the following actions:

- Appoint an executive owner for each of the seven administrative action areas
- Charge the executive owners group to develop parameters for identifying and selecting steering team and other project team members
- Charge executive owners with responsibility to:
 - Appoint an action area steering team:
 - 4-7 members
 - Representative of key areas (i.e. academic, research, service, etc.)
 - Experienced leading change
 - Service mind-set
 - Financial acumen
 - Open to new ideas
 - Develop a sequencing and resourcing plan for advancing the action area
 - Recommend measures of success for the action area
- Provide resources, including staff, to each executive owner
- Charge the executive owners group to recommend measures of success for the administrative side as well as for the University as a whole (five strategic action areas)
- Settle on an official schedule of reviews by the Executive Team
- Settle on an official schedule of updates to the Board of Regents

APPENDIX A: SEQUENCING OF KEY RECOMMENDATIONS AND SUPPORTING STRATEGIES

	<i>Past</i>	<i>Foundational</i>	<i>In-progress</i>	<i>On-deck/near-term</i>	<i>Long-term</i>
<i>I: Recognize U as a single enterprise</i>	<ul style="list-style-type: none"> • Single payroll system • Consolidation of registration systems • System-wide agreements with Microsoft and Oracle • Bookstore consolidation • Peoplesoft implementation for student and HR systems 	<ul style="list-style-type: none"> • Standardize products and processes • Behavioral norms -- ensure and reward excellence in performance, commitment to diversity, and respectful behavior 	<ul style="list-style-type: none"> • Reduce costs of financial processes (e.g., broad adoption of Forms Nirvana) • Enterprise financial system and work on reducing the 761 identified subsidiary and redundant systems 	<ul style="list-style-type: none"> • Expand and mandate use of select sets of vendors for more goods and services. • Implement on-line booking for airfare and travel agency services • Evaluate opportunities for reducing postage costs • Simplify technology configurations 	<ul style="list-style-type: none"> • Develop standard tools and processes for accepting credit cards
<i>II: Culture that is committed to service and continuous improvement</i>	<ul style="list-style-type: none"> • President's enhanced service and productivity initiative 	<ul style="list-style-type: none"> • Define the culture • Communications plan 		<ul style="list-style-type: none"> • Implement OSCI workplan • Continuous improvement reviews 	<ul style="list-style-type: none"> • Align human resource processes with cultural expectations
<i>III: Transform centralized vs. decentralized administrative structure</i>	<ul style="list-style-type: none"> • Position for SR VP – System admin • Reorganization of UM Extension service • Capital planning and budget process • Increased sharing of administrative staff (e.g., Provost, President, VP-System) 	<ul style="list-style-type: none"> • Define responsibilities among central, coordinates, colleges, departments • Distribute responsibility 	<ul style="list-style-type: none"> • Continue partnership models (e.g., OIT partnerships with colleges) 	<ul style="list-style-type: none"> • Implementation of new budget model • Clarify responsibilities • Rationalize Communications function across the U enterprise • Enhance communications and marketing • Increase expertise alignment b/t TC and coordinate campuses • Delegation of decision making throughout the organization 	<ul style="list-style-type: none"> • Service delivery clusters for financial services, human resources, technology, facilities management, and communications • Create manageable spans of control for administrators

	<i>Past</i>	<i>Foundational</i>	<i>In-progress</i>	<i>On-deck/near-term</i>	<i>Long-term</i>
IV: Adopt best-practice management tools throughout the University	<ul style="list-style-type: none"> • Development of a very strong data warehouse • U-wide libraries for contracts and forms • Electronic effort reporting 	<ul style="list-style-type: none"> • Data-driven decision making across units • Design common performance metrics 	<ul style="list-style-type: none"> • Have OSCI serve as a resource for spreading best practices and tools 	<ul style="list-style-type: none"> • Provide better information in support of leadership decisions • Review and update admin policies; eliminate obsolete policies • Update U master plan 	<ul style="list-style-type: none"> • Release from over-regulating ourselves • Rethink delegations library • HR metrics/position management
V: Focus on servicing students, faculty, and academic units	<ul style="list-style-type: none"> • Streamlined registration • On-line financial aid • One-stop student services • Class of 2008 portal • Certified approver program • 		<ul style="list-style-type: none"> • Extend classroom scheduling tools to departments • Grad planner • Welcome week • Parents program • Career centers • RightNow automated FAQ answers 	<ul style="list-style-type: none"> • Web-based e-mail to be enhanced per student request • One stop concepts extended further through other administrative areas • Pricing strategies • Transfer student orientation 	<ul style="list-style-type: none"> • Enhance property management services • Streamlined, consistent business services for faculty and students • Develop intentional critical path for students • Online delivery of programs from all campuses in a consistent manner
VI: Maximize opportunities for the people of the University to grow, develop, and contribute	<ul style="list-style-type: none"> • Employee self-service • President's emerging leaders program • 		<ul style="list-style-type: none"> • Broadbanding of job groups • Ongoing training for deans and dept. heads • Health improvement initiatives and incentives 	<ul style="list-style-type: none"> • Program to enhance managerial competence • Update diversity plans • Implement learning management system • Enhance diversity 	<ul style="list-style-type: none"> • HR metrics/position management • HR training enhancements for financial managers • Innovative recruitment and retention • Performance-based compensation strategies • Internal equity in comp. • Continuity of leadership and development
VII: Optimize use of University's physical, financial, and tech resources	<ul style="list-style-type: none"> • Facilities condition assessment • Contract vendor program • St. Paul space audit • Purchasing card program • 		<ul style="list-style-type: none"> • System-wide hotline for audit and compliance issues • Evaluate financial internal controls 	<ul style="list-style-type: none"> • Streamline financial reporting • Equipment maintenance program • Capital project delivery initiative • Establish a distributed technology environment • Utility cost control/ fuel pricing 	<ul style="list-style-type: none"> • Space utilization • Asset optimization • Coordinate campus fiscal sustainability • External reviews of admin and service

APPENDIX B: EXAMPLES OF ON-DECK/ NEAR TERM STRATEGIES AND THEIR BENEFITS

The following are examples of strategies that are ready to be implemented and could provide immediate and recognizable benefit to the University:

- **Purchasing Standards**

The University will push the use of contract vendors, e-auctions, and other purchasing techniques that maximize savings. We are acquiring the necessary software to conduct e-auctions this spring, and will be implementing e-auctions in FY 2006.

- **Internal Budget Model**

The University is evaluating alternative models for budgeting, with the goal of building a simple and responsive budget model that supports the stated values of the institution, allows for long-term financial sustainability, and addresses the overhead operating expenses of the University. The model should create appropriate incentives and disincentives to enhance the University's excellence and use of resources. A budget process that identifies real costs and attributes all revenue and expenditures by unit will incent better resource allocation and spending decisions that advance the University's strategic objectives. If adopted, a new budget model will be implemented for FY 2007.

- **IT Standards for Desktop Computer Operating System and Office Suite Standard Configuration Sets**

The University invested in system-wide site licenses to support Windows and Apple desktop computers two years ago. The software distribution mechanism and supporting infrastructure is in place, but the return on the investment has not been realized. Movement to standardized configuration sets are critical as they provide enhanced security features as well as enable automated desktop computer support functions - some of which are available today, some in the very near-term. This initiative will immediately reduce the institution's risk and begin to optimize the University's scarce technology resources by streamlining and automating time consuming, labor intensive processes (that are either not done - or done poorly today).

- **IT Server Consolidation and Management Standards.**

Poor server management represents a liability to the institution in the way that an unprotected server may be compromised to gain access to sensitive or legally protected data or in the way that it is relied on to provide business-critical services to University units. The University's decentralized technology environment is comprised of many decentralized servers meeting this description. Many of the functions of these distributed servers duplicate system-wide services that are already in place. Server consolidation and management standards will reduce and/or eliminate duplication and real financial risk to the University.

- **Utility cost control/fuel pricing**

By diversifying fuel sources (biomass fuel/oat hulls), increasing fuel conservation efforts, and utilizing more market-based fuel purchasing tools, the University will reduce its operational dependence upon any given fuel; increase the predictability of its fuel costs by limiting price spikes; and reduce its anticipated cost of operations by an anticipated \$4-6 million annually.

- **Health initiatives and incentives**

The University is implementing, through the UPlan, a broad spectrum of health improvement programs with an expected return on investment (ROI). Experience at other employers indicates that offering incentives for participation significantly increases the ROI by increasing the number of employees who participate. Incentives for participating in Health Improvement programs have several main objectives, including: increasing participation in programs; encouraging changes in lifestyle behaviors; and recruiting higher-risk individuals to participate.

As an example, an incentive of greater than \$50 for participation in a Health Risk Appraisal has been shown to increase the percent of employees completing the HRA from 20-35% to 70-100%, assuming both were coupled with an effective promotion/communication campaign. Incentives to date have primarily focused on HRA completion and program participation, with some organization starting to add carefully developed, HIPAA compliant incentives that recognize health status achievements. Incentives that tie closely to employee contributions or other aspects of health care have appeared to be the most successful.

- **Administrative policies**

We will be launching a project to review both the process for creating administrative policies, and the policies themselves. The outcome will be clearer, more user-friendly policies and a process that ensures policies are necessary, timely, understandable, and accurate. This process will launch in early FY 2006 with a one- to two-year timeframe.

- **Streamline and standardize financial reporting**

The Enterprise Financial System project will be developing a streamlined financial reporting environment, with one-stop reporting and standardized reporting tools. It will eliminate the multiple reporting tools and sites that departments must now use to obtain financial information. These improvements will occur in FY 2006 and FY 2007.

- **Grad Planner and Portfolio**

The goal of the Grad Planner project is to develop a web-based planning tool for undergraduate students and advisers that will help colleges, advisers, and students on all campuses plan for timely graduation. As part of the Grad Planner project, the University is developing an up-to-date database of all majors and academic programs at all levels on all campuses. Building from this database and from the student's own record of courses already completed, undergraduate students will be able to use the Grad Planner tool to plan their classes for their entire four/five years. They will be able to explore majors and try out and store "what if" scenarios. The Grad Planner will also be a resource for advising and administrative planning.

Portfolio is a secure web site at the University of Minnesota (U of M) for entering, saving, organizing, viewing, and selectively sharing personal educational records. This allows students to build an electronic portfolio of academic and personal work throughout their studies at the University, work that can later be shared with potential employers, peers, or graduate schools.

APPENDIX C: TASK FORCE AND SUBCOMMITTEE MEMBERS

<p>Kathleen O'Brien (Co-Chair), VP, University Services Alfred Sullivan (Co-Chair), Executive Associate VP, Planning and Academic Affairs Suzanne Bardouche, Associate to Dean of Pharmacy Terry Bock, Associate VP for Health Sciences Kathryn Brown, VP and Chief of Staff Carol Carrier, VP, Human Resources Steven Cawley, Associate VP and Chief Information Officer Greg Fox, Vice Chancellor for Finance and Operations, University of Minnesota Duluth Lynn Holleran, Associate to the VP and Chief of Staff Robert Jones, Senior VP, System Administration Lincoln Kallsen, Director of Financial Research</p>	<p>Gail Klatt, Associate VP, Audit Scott Martens, Director, Service and Continuous Improvement Richard Pfutzenreuter, VP, Budget and Finance Terry Roe, Professor, Applied Economics Linda Thrane, VP, University Relations Kathryn VandenBosch, Professor, Plant Biology Michael Volna, Associate VP, Finance and Controller John Ziegenhagen, Director, University Accountability</p> <p>Sandra Ecklein (Staff), Analyst, Office of Executive Associate VP for Planning and Academic Affairs Chris Frazier, (Staff) Assistant to Executive Associate VP Leslie Krueger, (Staff) Chief of Staff, University Services</p>
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SUBCOMMITTEE MEMBERS

Technology and Technology Support

Lead: **Steve Cawley**, Associate VP and Chief Information Officer

Members: **Edward Deegan**, Director, Academic Health Center; **Linda Deneen**, Director, UMD Information Technology Services; **Ann Hill-Duin**, Associate Dean, College of Agriculture, Food and Environmental Sciences; **Stephen Levin**, Chief Information Officer, University Services; **Robert McMaster**, Associate Dean of Planning, College of Liberal Arts; **Michael Rollefson**, Associate to the Dean, Research & Graduate School; **Dennis Skovsted**, Information Systems Audit Manager, Department of Audits

Financial Services

Lead: **Mike Volna**, Associate VP for Finance & Controller

Members: **Andrea Backes**, Director of Finance, Humphrey Institute for Public Affairs; **LaCretia Bell**, Director, Disbursement Services; **Lisa Carlson**, Assistant Director, Office of Oversight, Analysis & Reporting; **Karen DeWanz**, Assistant Director, College of Liberal Arts; **Jill Merriam**, Director, Office of Senior VP for Academic Affairs & Provost; **Pete Mitsch**, Director, Medical School; **Nikolaos Papanikolopoulos**, Professor, Computer Science & Engineering; **Sue Paulson**, Director, Sponsored Financial Reporting; **Karen Triplett**, Director, Purchasing Services

Audit, Regulation, and Legal

Lead: **Gail Klatt**, Associate VP for Audits

Members: **Frank Cerra**, Senior VP for Health Sciences; **Steve Crouch**, Dean, Institute of Technology; **William Donahue**, Deputy General Counsel; **Joel Maturi**, Director, Intercollegiate Athletics; **Tom Schumacher**, Director, Office of Institutional Compliance

Human Resources Policies and Procedures

Lead: **Carol Carrier**, VP, Human Resources

Members: **Rosie Barry**, Director, CHRD, Human Resources; **Linda Bjornberg**, Director of Human Resources, University Services; **John Finnegan**, Interim Dean, School of Public Health; **Joe Kelly**, Chief of Staff, Human Resources; **Mary Nichols**, Dean, College of Continuing Education; **Susan Rafferty**, Director, Human Resources Consulting; **Jackie Singer**, Director of Human Resources Retirement Programs; **Julie Sweitzer**, Director, Equal Opportunity & Affirmative Action

Student Support Services

Leads: **Lincoln Kallsen**, Director of Financial Research; **Sue Van Voorhis**, Registrar

Members: **Steve Carnes**, Program Director, College of Agricultural, Food and Environmental Sciences; **Peter Haeg**, Coordinator, College of Pharmacy; **Rachelle Hernandez**, Associate Director, Office of Admissions; **June Nobbe**, Director, Office of Student Affairs; **Karen Starry**, Director, Graduate School; **Abby Weinandt**, Student, College of Liberal Arts

Space, Facilities, and Utilities

Leads: **Kathleen O'Brien**, VP, University Services; **Mike Berthelsen**, Assistant VP, University Services; **Linda Bjornberg**, Director, University Services

Members: **Terry Bock**, Associate VP & Chief of Staff for Health Sciences; **Michaeleen Fox**, Director, Office of Space Management; **Justin Grussing**, Director, College of Human Ecology; **Leslie Krueger**, Chief of Staff, University Services; **Steve Levin**, Chief Information Officer, University Services; **Bob McMaster**, Professor, Geography, and Associate Dean, College of Liberal Arts; **Steve Spehn**, Associate VP, Office of Facilities Management; **Lori-Anne Williams**, Director, University Services

Executive Unit Administration

Lead: **Alfred Sullivan**, Executive Associate Vice President

Members: **Terry Bock**, Associate VP & Chief of Staff for Health Sciences; **Chuck Casey**, Dean, Extension Service; **Frank Cerra**, Senior VP for Health Sciences; **David Chapman**, Professor, Educational Policy and Administration; **John Ziegenhagen**, Director, University Accountability

Coordinate Campus Issues

Lead: **Robert Jones**, Senior VP for System Administration

Members: **David Carl**, Provost, Rochester Center; **Greg Fox**, Vice Chancellor for Finance and Operations, Duluth Campus; **Joseph Massey**, Campus Executive Office and Vice Chancellor for Academic Affairs, Crookston Campus; **Samuel Schuman**, Chancellor, Morris Campus

Next Steps Subcommittee

Leads: **Kathleen O'Brien**, VP, University Services; **Alfred Sullivan**, Executive Associate VP, Planning and Academic Affairs

Members: **Carol Carrier**, VP, Human Resources; **Lincoln Kallsen**, Director of Financial Research; **Scott Martens**, Director, Service and Continuous Improvement; **Terry Bock**, Associate VP for Health Sciences; **Meredith Fox**, Community Relations Coordinator, Service and Continuous Improvement; **Rachel Hartreeve**, Interim Assistant to Executive Associate VP; **Leslie Krueger**, Chief of Staff, University Services; **Matt Larson**, Improvement leader, Service and Continuous Improvement.

APPENDIX D: PREVIOUS REPORTS REVIEWED BY THE TASK FORCE

The Administrative Strategic Planning Task Force reviewed the final reports of several recent task forces to take advantage of work that had already been done and to further explore their recommendations, including:

- Budget Advisory Committee Working Group on Centers and Museums (February 2004)
- Steering Committee on the Accountability of Service-and-Support Units (November 2003)
- Budget Advisory Committee Working Group on the Graduate School (April 2004)
- Financing Graduate Education Task Force (September 2004)
- Budget Advisory Committee Working Group on Non-academic Units and Support Services (February 2004)
- Working Group on Small Academic Units (June 2004)
- Tuition Strategies Advisory Group (March 2004)
- Operation and Maintenance for Facilities at the U of M: Recommended Principles and Practices ("The Brenner Report") (May 1994)

APPENDIX E: CHARGES TO FOUNDATIONAL STRATEGIES WORK TEAMS

1. STANDARDS STRATEGIES WORK TEAM

Foundational Strategy Purpose: To advance the University as an enterprise by establishing a standard set of processes and procedures and behavioral norms.

Recommendation: Recognize the University of Minnesota, its campuses, colleges, departments, and units as a single enterprise.

Foundational Strategies:

- Standardize products and processes. Promote and require when necessary, standardization of key administrative products and processes, coupled with a process for opting out that is reasonable, rigorous and fair.
- Behavioral norms. Maintain and reward consistent excellence in performance, commitment to diversity, and respectful behavior. The University must provide a supportive environment for a diverse group of employees and students.

Goal and Objectives/Benefits:

Establishing uniform standards and systems will reduce the number and variety of administrative processes and associated support structures. Duplicative and multiple processes can yield inconsistent results at a higher cost. This recommendation promotes greater administrative efficiency and effectiveness by standardizing institutional processes and technologies, reducing redundant systems and processes and optimizing organizational alignment.

Assignments:

- Identify current systems, processes and procedures in which standardization would result in efficiencies, quality and service improvements, productivity and savings
- Determine how to pursue these standardization opportunities as projects and identify appropriate unit and leadership to pursue each standardization project
- Sequence standardization projects—implement most doable projects and develop and schedule to execute in a timely and consistent manner
- Develop a work plan and sponsor activities to ensure that behavioral norms are consistent with the University values and strategic directions

Deliverables:

- University operates in a consistent, coordinated manner
- The norm is to operate in the enterprise
- Units only opt-out when there is a strong business case for the use of an alternate process
- Eliminate unnecessary duplication and attendant complication
- Reduce costs and control potential increased spending

Milestones and Measurements:

- Benchmark administrative costs against peer institutions and the private sector
- Track requests to opt-out of University standards and motivation for requests
- Survey the University community regarding its experience and perception of a supportive campus environment for everyone

Consultation:

Establishing University-wide standards will impact everyone, consultation during the development, pilot projects and implementation must be inclusive, thorough and iterative. Each unit and impacted faculty and staff must understand the underlying rationale and benefits. Comprehensive communication must keep every member of the University community informed.

Foundational Strategy Team Composition:

AVP OIT, AVP Finance, VP Finance, AA/EEO office, HR, URelations, academic and operations unit managers, faculty and student leadership, (external experience and expertise drawn from advisory committees and panels)

Timeline/Schedule: 1 to 2 years, start July, 2005

Staff and Resources:

Utilize University staff and faculty in appropriate collegiate, administrative and support units. Backfill positions to obtain the required time and expertise. If necessary, retain external consultants.

2. CULTURE STRATEGIES WORK TEAM

Foundational Strategy Purpose: To define the culture and instill it throughout the University of Minnesota.

Recommendation: Embrace and achieve a culture that is committed to Excellence, Service and Continuous Improvement

Foundational Strategies:

- Define the culture. Define the desired University, culture, its attributes, behavior, and expectations. The desired attributes should be articulated in job descriptions and specifically addressed in the performance management process.
- Communications plan. Implement a comprehensive communications plan which acculturates these attributes within the University community and provides a consistent purposeful message. Every employee should know why this new culture is needed, what it will look and feel like, and how it will be evidenced in their work environment.

Goal and Objectives/Benefits:

A culture which is aligned with and encourages transformational behavior and outcomes is essential for the University to achieve its strategic vision. These strategies ensure that all the other recommendations and strategies are aligned and work in concert. While each academic and administrative unit will, and should, retain the culture and values that support its excellence and uniqueness, the University must provide a compelling vision of the behavior, policy and practices that must be adopted to achieve our strategic goal.

Assignments:

- Define the culture. Glean from the University's strategic positioning document the organizational culture that is envisioned. Consult with appropriate University governance. Provide a clear, consistent sense of purpose and direction for the entire University system.
- Design and implement a comprehensive communications plan.

Deliverables:

- Clear, consistent statement of the University's culture
- Comprehensive communications plan
- Execution of the communications plan
- Define appropriate measures to gauge culture change
- Track progress to implement the recommendation to Embrace and achieve a culture that is committed to excellence, service and continuous improvement.

Milestones and Measurement: (How measure success? How demonstrate progress?)

- What percentage of the faculty and staff that can describe the University's direction, purpose and culture?
- What is the level of employee engagement?

Consultation:

- Develop an appropriate consultation plan for these strategies.

Foundational Strategy Team composition:

U Relations, HR, Large academic and operations unit managers, (outside expertise from OSCI advisory committee and FM Expert Panel), faculty and staff leadership,

Timeline/Schedule: 9 to 12 months, start July 2005

Staff and Resources: Utilize University staff and faculty in appropriate collegiate, administrative and support units. Backfill positions to obtain the required time and expertise.

3. STRUCTURE WORK TEAM

Foundational Strategy Purpose: To define the University system, its administrative roles and responsibilities. How will we organize and structure ourselves to achieve the University's strategic goal?

Recommendation: Transform the "centralized vs. decentralized" administrative structure.

Foundational Strategies:

- Define responsibilities. Delineate administrative roles and responsibilities, supported across the University system, including all campuses and off-campus programs.
- Distribute responsibility. Define administrative management systems, identify requisite core competencies, assign responsibility and create manageable spans of control and oversight for human resources, finance, information technology and communications at system, collegiate and unit levels.

Goal and Objectives/Benefits:

A new model of administrative support is necessary to achieve the University's strategic goal. The historic centralized or decentralized model is non-functional and outmoded. A defined, distributed model could provide the required services close to users, utilizing expertise and experience, achieving economies of scale and savings through pooling resources. To optimize this model authority, responsibility and accountability should be aligned to better support academic leaders in management and decision making.

Assignments:

- Delineate administrative roles, responsibilities and authority across the University system including all campuses and off-campus programs.
- Conduct a structured assessment of all administrative services, define the roles, responsibilities and authority of central and local units and formalize with service agreements.
- Clarify the responsibilities of vice presidents and chancellors for services that are common across the system.
- Identify opportunities for units to share administrative services to maximize expertise and minimize costs.

Deliverables:

- A defined, distributed administrative structure
- Understanding of the work to be done and the requisite expertise
- Definitive assignment of responsibility and authority
- Collaborative high performing executive team
- Reduce administrative costs and duplications
- Enhance service and provide efficient administrative support

Milestones and Measurement:

- How does U benchmark with peers on cost of administration?
- How do academic officers (deans and department heads) rate the support they receive from management systems to do their work?

Consultation:

Because this work will impact the operation of each University unit (both academic and administrative/support), it is essential that intensive, iterative consultation occurs. Each unit and impacted faculty and staff must be engaged and informed in the development of the defined, distributed administrative structure.

Foundational Strategy Team Composition:

Sr VP for Systems Administration, Finance, HR, Communication, OIT, academic and operations unit managers, faculty and staff leadership

Timeline/Schedule: 18 months to two years; start systems definition July 2005; establish milestones to demonstrate progress.

Staff and Resources: Retain external consultant to staff University administrator and faculty work team.
Cost: estimate: ??

4. INFORMATION AND METRICS WORK TEAM

Foundational Strategy Purpose: To develop reliable, fact-based information to support decision making.

Recommendation: Adopt best practices management tools throughout the University

Foundational Strategies:

- Data-driven decision making across units.
- Performance metrics.

Goal and Objectives/Benefits:

Information based decision making is essential to increasing performance and accountability. Benchmarking our activities, costs and outcomes will provide an accurate assessment of how we compare to our peers and external organizations. Continuous improvement requires identifying and adopting, when appropriate, best practices both in higher education and in the private sector. Accurate timely information will result in prioritizing our efforts to achieve the most impact, maximizing the use of existing resources and leveraging the economies of scale.

Assignments:

- Review, update, and eliminate obsolete administrative policies with a process comparable to that used to revise Regents' policies.
- Identify areas that are lacking administrative policies and arrange the drafting and installation of appropriate administrative policies.
- Continue to reinvigorate the Office of Institutional Research and Reporting.
- Assess the functions of OIRR, the Office of Measurement Services, the Office of Service and Continuous Improvement, and perhaps others, to determine how to best align their work or merge units.
- Design common metrics to measure progress toward University's goal.

Deliverables:

- Comprehensive administrative policy foundation
- Clarified staff information and metric functions
- Adopted set of common metrics to assess progress to strategic goal

Milestones and Measurement:

- Information available for timely decision making
- Common metrics incorporated into UPAA Report

Consultation:

Because each collegiate and service unit will require information and will utilize the common set of metrics, it is essential that thorough, iterative consultation occurs. Each unit and impacted faculty and staff must understand the underlying rationale, the provenance of information and the intended use.

Strategy Team Composition: Executive Associate Vice President for Academic Affairs, President's Office, Internal Audits, OIT, OSCI

Timeline/Schedule: 12 to 18 months; establish milestones to demonstrate progress

Staff and Resources: OIRR, OSCI, EAVP office