

Administrative Strategic Planning Task Force Summary of Strategies Identified by Subcommittees

Sub-Committee	Strategy	Specific Details	Time frame	Anticipated Outcomes	Strategic Positioning Action Strategies					Recommendation #
					Students	Faculty & Staff	Org Culture	Resource Utilization	Communication	
I. Recognize the University of Minnesota, its campuses, colleges, departments, and units as a single enterprise.										
Financial Services	Reduce the cost of financial processes	Eliminating redundancies & duplication of systems, procedures, & staffing; and simplifying & streamlining through automation, policy changes & process improvement	Current	Will save time (and money) on every transaction; make processes easier to perform; reduce support costs; and encourage users to follow the "right" process.			X	X		1
Financial Services	Adopt and drive financial processes that result in lowest total cost to the institution	Versus lowest direct cost to a unit. Ex: Mandatory use of contract vendors for the purchase of some goods or services	Current	Will result in overall cost savings to the institution. Will also force the institution to evaluate total costs (direct & support) across a process or activity.			X	X		1
Financial Services	Develop standard tool & process for depts to use when selling & accepting credit cards over web.	Currently, every dept is expected to purchase or develop its own tool or solution to this need.	Near Term	Reduce cost of duplication; significantly reduce risks associated with unsecured credit card data; improve service to small departments.				X		1
Financial Services	Implement on-line booking for airfare and travel agency services.	Possibly partner w. an existing external web provider. Mandate use.	Near Term	Reduced costs to travelers; service improvements because of one-stop travel services; consolidation of travel data will assist in negotiating lower prices with travel vendors.				X		1
Financial Services	Evaluate opportunities for reducing postage costs.	External vendors (U.S. Postal Service) provide analysis of postage costs and areas for cost reduction.	Near Term	Lower postage cost. The U spends \$6 million per year on postage, addressing, and mailing.				X		1
Financial Services	Expand and mandate use of contract vendors for certain goods and services.	Currently, no requirements for depts to purchase through contract vendors or other "lowest cost" methods. Departments may opt out.	Long Term	Maximize use and savings associated with lowest cost vendor for the institution.			X	X		1
Technology	Standardization	Form standard configuration sets to take advantage of aggregated purchasing opportunities & efficiencies.	Near Term	Simplified technical environment. Managed diversity - not homogeneity.				X		1
Technology	Economic Incentives	Fund 'Common Good' services at the system level to incent high adoption rates, economy of scale, avoidance of duplicate technology	Past & Current	Greater alignment through financial behavior modification from what's best for me to what's best for the University.			X			1

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II. Embrace and achieve a culture that is committed to service excellence, service and continuous improvement										
Financial Services	Use the EFS project to effect cultural changes	And business process improvements. Ex: EFS Enhanced Financial Competencies project	Current	It is expected that processes will be better-controlled and less costly; roles & responsibilities will be better defined; and organizational structures may change to accommodate a "best practice" implementation model.		X	X	X		2
HR	Organization Culture Change	HR system that will encourage, not impede, change: training; perf appraisals and goals; individual alignment w. U's goals	Long Term	Direct line of sight from individual goals to University goals, through mandatory performance management. Enhanced flexibility to add or delete policies or programs that are needed for the University's overall competitiveness.			X	X	X	2

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III. Transform the “centralized vs. decentralized” administrative structure.										
Audit	Emulate "affinity group" model	For other employees with specialized accountabilities (research safety officers, HR pros, privacy officers, etc)	Long Term	Better trained, more knowledgeable, and more empowered employees. More informed and expedient decision-making			X	X		3
Coordinate Campus	Increase alignment with TC campus and/or other coordinate campuses in appropriate areas of expertise, including digital media and technology support	Campuses will work to best leverage investment technology infrastructure by creative cost sharing and continue close working relationship with OIT.	short-term		X	X	X	X		3
Coordinate Campus	Enhance communications and institutional marketing for the campuses	Small campuses will explore the sharing of resources to promote effective leverage investments	6-12 months	Improve branding and name recognition amongst potential students and their families	X		X		X	3
Coordinate Campus	Expand partnerships with other schools, colleges, coordinate campuses, public/private	Campuses will develop academic accountability models that will identify key partnerships	Long Term	Cost reductions and program enhancement	X	X	X	X	X	3
Executive Unit	Create manageable spans of control.	There are too many units reporting to senior administrators. a. In the Senior Vice President for Academic Affairs and Provost's Office, delegate day-to-day operational issues . b. Reduce the # of reporting units to senior leaders. c. Create a senior vice president for operations to whom all or most of the non-academic vice presidents report.		An administrative structure based on recognized best management practices			X	X	X	3
Executive Unit	Delegate decision making.	Executive leaders need to continue to delegate more authority, responsibility, and accountability lower into the organization so that senior officers and staff can focus on more strategic and longer-term issues. a. Give authority to executive leaders to make decisions within their authoritative responsibilities b. Work with unit leaders to define expectations		Decisions made as close as possible to the source are usually better. This will free up executive time for higher order issues.		X	X	X		3

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Executive Unit	Consider ways to provide senior leaders more time to focus on the most important issues.	a. Excessive demands on the executive leaders b/c of the # of meetings of the BOR and the detailed information required. b. There are a number of governance meetings executives are asked to attend with very similar agendas, Consider ways to maximize consultation while streamlining and coordinating these processes.		Frees up executive time for higher order issues		X	X	X		3
Executive Unit	Create distributed and clustered administrative and support services	Define the services that are best delivered centrally and which best by administrative or academic unit. Identify programmatic synergies. Review administrative and support services to see if they still provide value or should be closed, outsourced, or combined with other units. Build administrative services from the bottom up. Move into system that is focused on results & outcomes. Conduct a structured assessment of roles and responsibilities.		Better services, more efficiently delivered			X	X		3
Executive Unit	Align academic and administrative operations.	Build strong working relationships between the academic and operational staff. a. Hire and train professional staff. b. Routinely review administrative operations for improvements. c. Encourage units to partner with administrative and collegiate units for key staff. d. Bring together teams of faculty and staff to work on administrative improvement projects		Better support for academic operations			X	X		3
Financial Services	Create regional clusters; Consolidate similar units and functions; ensure alignment	Create organizational clusters that deliver ALL financial services. Assign dotted line reporting of cluster staff to central officers for certain activities. Consolidate.	Long Term	Reduce duplication of staffing & systems. Improved alignment of staffing & workloads. Create "critical mass" of financial expertise in all financial areas. Create better alignment of roles & responsibilities up, down and across institution. Improve financial support for inter-disciplinary academic programs.		X	X	X		3

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Financial Services	Improve administrative coordination b/t U & foundations, & reduce combined administrative costs of the investment portfolios.	Significant inefficiencies related to the financial information provided by the UMF and MMF.	Long Term	Reduce duplication of costs associated with managing separate portfolios at each organization. Would improve financial management for units (streamlined reporting and transaction costs).			X	X		3
HR	Continue to identify and strengthen centers of expertise at the central level	Centers of expertise will serve the needs of the entire system re policy; systems such as classification; education and guidance; and support the HR practitioners in the field	Ongoing, Long-Term	Stronger central HR organization with more enforcement capabilities in those central areas with a need for greater consistency (e.g. policy, benefits, classification). Support roles only in other areas where decentralization and local department control is of greater importance (e.g. workforce planning). Greater consistency, competencies and flexibility.			X	X		3
HR	Strengthen collegiate/business unit strategic HR capacity or provide this resource through a central HR consulting staff function	If units rely on HR task teams to complete routine transactions, they will free up resources for higher levels of unit-based professional HR support. Possibly share support across several units. May choose to purchase support central HR or supply their own	Ongoing, Long-Term	Better-trained professional HR support within the units, with the ability to act as business partners and add value at the unit/department level. Higher level planning capabilities within the units to support strategic planning and decision making.		X	X	X		3
Space, Facilities & Utilities	Financial Models to support Institutional Goals (Internal Budget Model)	Utilize more market-based systems & incentives to inform & incent academic & business decisions. Build accountability for effective use of space into U planning and financial decision-making	Near Term	A new University financial model will both: 1) inform University decisions based on a fully attributed costs as well as; 2) create incentives for the end user of facilities services to manage the amount of service they utilize (amount of space, energy use, levels of custodial service) while creating accountability for the cost and quality of the services provided (ex. energy, custodial services, and maintenance).			X	X		3
Space, Facilities & Utilities	Defining System Responsibilities	Defining System responsibilities among VP's; Chancellors; etc. for services that are common for system and benefit from unique expertise, including: Capital Planning, Public Safety; Env Health; Energy Mgmt	Near Term	By identifying and clarifying roles and responsibilities, the University can both reduce the cost and improve the quality of specialized and unique expertise. Example: Potential \$ savings in defined distributed administrative system.			X	X		3

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Space, Facilities & Utilities	Rationalizing Administrative Functions	Create standards that define what is in the system and who does what. This will allow us to move management systems from one of regulation to one of service. Streamline service deliveries -- cluster delivery of administrative functions to small and medium units.	Past & Long Term	Ongoing efforts to rationalize administrative functions will continue to increase efficiencies in service delivery which will reduce the cost of service. Example: During the last 2 years, Facilities Management delivered changes in supervisory span of control creating savings of over \$7 million annually.			X			3
Technology	Service & Support Aggregation	Distributed inter- intra-unit services & support should be clustered/regionalized to achieve savings and maximize quality and efficiency.	Near Term	Economy of scale efficiencies and effectiveness that provide higher quality of service and lowered total cost of ownership.				X		3
Technology	Partnerships	Continue system-wide consultative technology model at all levels within the University	Past & Current	Appropriate IT governance and business-owner/support-technology relationships that lead to success.			X			3

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IV. Adopt best-practice management tools throughout the University.										
Audit	Administrative Policy Improvement	Implement an administrative policy development and review function (current and new policies).	Current	Reasonable and meaningful policies. Eliminate time now spent complying with non-value policies. Reduction in general frustration.			X	X		4
Audit	Create and implement a position management tool	Create or purchase a position mgmt tool to help hiring/appointing authority identify key responsibilities that employee may have, and identify, communicate and oversee delegated duties, budget authorities, regulatory and compliance obligations, required training.	Long Term	Provide a desired infrastructure to support numerous recommendations. Allow the U to define supervisor roles. Eliminate confusion on roles and authority.		X	X	X		4
Executive Unit	Provide better information to senior officers to support their leadership and decisions.	Executive leaders need better, more timely analysis of information for planning and decision making. a. Reinvigorate the IRR. b. Examine the roles and functions of IRR, Information Management Services, the Office of Service and Continuous Improvement, Office of Measurement Services, the Minnesota Center for Survey Research		Better information coupled with stronger analysis will lead to better decisions.			X	X	X	4
Financial Services	Data warehouse and web-based financial reporting	financial data is now near-real time and accessible 24/7	Past	N/A - past success. Has proved to be a significant benefit to University departments, in that financial data is now near-real time and accessible 24/7.				X	X	4
Financial Services	Electronic effort reporting	improved the process for principle investigators, departmental administrators, and central units that are responsible for the overall effort certification process	Past	N/A - past success. Electronic effort reporting has significantly improved the process for principle investigators, departmental administrators, and central units that are responsible for the overall effort certification process.		X		X	X	4
Financial Services	Web-based "library" of financial & administrative policies, procedures, and forms	elimination of hundreds of "policy manuals" that used to be prepared and distributed to policy users	Past	N/A - past success. Web library has eliminated hundreds of paper policy manuals, dozens of paper forms, and provides policies, procedures & forms on-line 24/7 to users.				X	X	4

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Financial Services	Improve financial policies	Write clearer, simpler U-wide policies; Clarify responsibilities for interpreting and enforcing	Near Term	Policies that are easier to understand and follow; updated more frequently. Will reduce the tendency to interpret and apply policies more restrictively at each successively lower level of the institution. Reduce bureaucracy.			X	X		4
Financial Services	Adopt risk-based / materiality – based approach to all financial activities and services.	May be “over-controlling”. Financial controls should be re-evaluated across all financial processes.	Long Term	Focus controls on highest-risk financial processes. Reduce administrative and compliance costs. Streamline workloads and simplify processes at department level.			X	X		4
Financial Services	Streamline financial reporting.	Financial reporting occurs in too many units and is available from too many sources. Units don’t know which reports are official, where to get reports, what tools work best. Evaluate opportunities for linking and distributing financial reports according to university jobs, org structure, or employee IDs.	Long Term	Formalize an official central source for financial reports. Provide a suite of standard financial reports for colleges and departments. Improve and ensure reliability and consistency of data. Clarify accountability and responsibility for using financial reports as oversight tools.			X	X		4
Financial Services	Rethink Delegations Library	Evaluate use of delegations library and consider improvements.		Improve the usability, understandability, and effectiveness of the Delegations library.					X	4
Financial Services	Review Internal Service Organizations	With external services highly available through proximity & technology, should U reconsider the value-add with ISOs?		Possible reduction in the number of internal service organizations. Outsourcing of some activities and services, where service and cost warrant. Reduced compliance burden w/ ISOs.				X		4
HR	Human Resources Metrics	Define outcomes that we expect and need from HR system and partner w. peers to validate: analyze costs of HR processes; Big 10 indicators	Long Term	Better, faster strategic decision making. Easier to evaluate existing structures/benefits against benchmarks to search for efficiencies, position strengths and opportunities for development. Better communication with those outside the U, in terms of justifying existing policies/programs. Better evaluation of programs with more readily available results.			X	X	X	4

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Space, Facilities & Utilities	Rebalancing the management of risk with cost savings and informed decisions.	Develop operational service models that increase reliability while limiting both operational risks and financial risks and overall costs.	Near Term	<p>Capital Planning: By re-structuring the capital planning and project delivery processes (especially investing more resources into early design), the University will reduce its risk and increase its chances to deliver projects' desired scope on time and within budget.</p> <p>Energy: By diversifying fuel sources, increasing fuel conservation efforts and utilizing more market-based fuel purchasing tools, the University will reduce its financial risks for unanticipated cost spikes and reduce its anticipated cost of operations by an anticipated \$4-5 million annually.</p>				X		4
Space, Facilities & Utilities	Envision the University of the 22 nd Century	Update the University Master Plan; Create a sustainable financing plan for infrastructure costs; Create information base for U assets	Near Term	By maintaining a 'living' master plan, the University will be able to direct its campus development to take advantage of regional development (ex. Light Rail, Research Park, etc.); to partner with local governmental jurisdictions, our neighbors and the private sector; develop a campus that is welcoming to students, visitors and all stakeholders; create utility and transportation infrastructures to support campus needs based upon a sustainable financing plan.		X		X		4
Technology	Assessment	Develop an assessment structure/ frame work/ methodology to measure a unit's performance.	Long Term	Information that can be used for alignment decisions that can lead to action plans.			X	X		4

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V. Focus administrative support on serving students, faculty, and academic units.										
Audit	Certified Approver Program (Add other research support)	Excellent example of centralized policy with decentralized execution	Past	Better trained, more knowledgeable, and more empowered employees. More informed and expedient decision-making			X	X		5
Coordinate Campus	Increase web presence	Campuses will work to best leverage investment technology infrastructure by creative cost sharing and continue close working relationship with OIT.	short-term		X	X	X	X		5
Coordinate Campus	Pursue online delivery of programs in the region and globally consistent with mission	Campuses will develop academic and fiscal accountability models that will include an analysis of the market for new online courses	Long Term	New and diversified revenue sources		X	X	X		5
Coordinate Campus	More actively recruit international students	Attend International recruitment fairs	Long Term	Increase global perspectives	X	X	X		X	5
Coordinate Campus	Improve student retention and graduation	Increased the profile of students admitted services provided			X					5
Coordinate Campus	Enhance enrollment growth and management	Campus fiscal and accountability models	Long Term	Increased FYE	X			X		5

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Space, Facilities & Utilities	Property Management - responsive, streamlined, efficient and effective	Create customer service-focused org that engages customers. Provide efficient and effective delivery of property management -delivery, planning, financing, and execution.	Long Term	Much as a lease determines clear service expectations, points of service contact and roles and responsibilities between a landlord and tenant, this effort will clarify the relationships between users and providers of University 'Property Management Services' (utilities, custodial, maintenance, capital projects, safety, technology, environmental safety, etc.). This change presents both organizational and cultural changes within the organization that will engage providers and users of Property Management services in determining "Are we doing the right things?" and "Are we doing the right things well?". An example in the delivery of service is the execution of the BMS (Bureau of Mediation Services) ruling that provides more management control for work assignments which has potential cost savings that can be directed to increased services or reduced overall cost of operations.			X	X		5
Student Services	Creating an intentional, critical path for student success --Organize in a way that provides a path for undergraduate, graduate, and professional student success. U can not achieve its strategic goal without continued significant improvement in retention and graduation rates, and student services must be aligned to support this outcome.	Welcome week; freshman advising for those entering with credits; parent proxy for student finances; expanded freshman seminars and courses; portal expansion; pricing and affordability strategies; grad planner implementation; course evaluations on-line; student prep for major declaration; consistent hold policy; expanded transfer student orientation; one-stop tutoring services; personalized graduation plans for students; 90+ credit strategies; single commencement; separate strategies for graduate and professional students; enhanced communication strategies	Near term and long term	Increase retention and graduation rates of undergraduate and graduate/professional students; Increase student and parent satisfaction with the University; Decrease number of students with undeclared majors in the spring semester of sophomore year; Decrease percentage of students with 90+ credits that do not successfully graduate with a degree; Increase giving from alumni over time; Extend student service improvements to areas of greatest importance to graduate and professional students.	X					5

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Student Services	Creating an intentional, critical path for student success --Organize in a way that provides a path for undergraduate, graduate, and professional student success. U can not achieve its strategic goal without continued significant improvement in retention and graduation rates, and student services must be aligned to support this outcome.	Convocation; parents programming; robust orientation and first-year experiences offices and strategies on all four campuses; class of 2008 portal; freshman courses and seminars; coordinated communications for admitted students; St. Paul career center; health professions career center; robust student health and wellness programs; new student weekend	Past & Current	Increase student and parent satisfaction with the University; Reduce confusion and questions from high school students; Improve services to all students through increased use of one-stop strategies; Continue to increase retention and graduation rates.	X					5
Student Services	Becoming a diverse community and serving diverse needs.	Student services must do more to meet the diverse needs of the student body, such as assess services for international students, identify and adjust as appropriate space needs for the Learning Resource Centers and other OMAA activities, add additional student life services, recruit and retain diverse faculty, and continue with K-12 system to ensure student readiness for college.		Ensure all students appreciate and recognize the importance of living and learning in a diverse community; Understand the unique service needs in diverse communities and provide services appropriately to different communities of students, faculty, and staff.	X	X	X			5
Student Services	Consistent, streamlined business services for students.	Simplify tuition schedules; seamless transfer between campuses and colleges; standardize policies and procedures wherever they impact students; more one-stop service concepts; tuition bill simplification; standardize payment options across campuses; make parking policies more user-friendly for students; enhanced U web e-mail; greater payment flexibility from UDS; provide easy access to U spaces for students at night; simplify and standardize communications to students	Near term and long term	Simplify and standardize policies and procedures from the students' perspective; Have students spend less time on administrative tasks in total; enhance and simplify core services to students; Increase student satisfaction with administrative services; Meet student's expectations that they are dealing with a single University with consistent policies and procedures.	X			X		5
Student Services	Consistent, streamlined business services for students.	Electronic application services and financial aid/student payments (eFANN); one-stop service ideas; imaging; Course applicability system; Right Now automated workflow for FAQs from prospective students; Resource 25 scheduling at the local level	Past and current	Save students time and effort on routine administrative tasks; answer student questions in a timely and efficient manner; spend more staff time on complex questions and less on routine questions; Increase accuracy of answers for students.	X			X		5

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VI. Maximize opportunities for the people of the University to grow, develop, and contribute.										
Audit	Training for New Deans and Department Heads	Focused modular training on the administrative responsibilities and institution's expectations for accountability and responsibility for delegated authorities	Long Term	Reduction of the steep learning curve encountered by leaders new to the University. Help build culture. Help even out variances in background and experience.		X	X	X		6
Coordinate Campus	Enhance diversity and multiculturalism: faculty, staff and students	Campuses will work with OMMA to update or develop new diversity plans	6-12 months	Improve diversity and student recruitment and retention	X	X	X	X	X	6
Coordinate Campus	Improve human resource training	Increased participation in professional development programs	Long Term	Increased administrative efficiency and job satisfaction			X	X	X	6
Financial Services	Human Resources Incentives -	Create compensation incentives that encourage & foster creativity, reward accomplishment and problem-solving.		Change the culture from entitlement to empowerment.		X	X			6
Financial Services	Human Resources Training	Courses should be more practical and content rather than system-focused. Also consider increased delivery in partnership with business process owners		A more knowledgeable and well-trained workforce in the area of financial management.		X	X			6
HR	Engage key leaders, who set the tone and establish the climate for the units they lead, in focusing on these important HR values	Need to better prepare and support unit leaders (deans, chancellors, VPs) for their HR leadership roles	Near Term	Stronger engagement in organizational change and culture for all faculty and staff. Build greater loyalty to the University community as a whole, in addition the loyalty to unit/department that already exists.		X	X			6
HR	Recruitment	Innovative recruitment strategies and streamline recruitment processes: Central HR takes on a stronger recruitment function for P&A; Strengthen Web; Educate hiring authorities	Ongoing, Long-Term	Workforce planning as opposed to filling positions. Streamlined, faster and transparent hiring processes. Better data availability for strategic decision making. Build a reputation as an employer of choice for potential recruits by ensuring a positive experience, even if the individual is not hired.		X				6

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HR	Compensation	Compensation system needs to provide units the flexibility they need to attract and retain talented employees: transparency; training	Long Term	Pay for performance as a way of encouraging creativity and building employee engagement. Enhanced ability to use compensation as one method of dealing with underperformers (see #9 below). Eliminate the need for employees to obtain outside job offers to substantiate market equity adjustments.		X	X	X		6
HR	Career Mobility	Encourage alternate career paths to allow for a more knowledgeable, well-rounded work force: simplify classification; eliminate titles	Long Term	Enhanced transparency. Build a reputation as an employer of choice by offering employees multiple ways to succeed. Retain necessary talent through flexibility. Stronger, more flexible workforce with multiple competencies.		X	X			6
HR	Engagement	Ensure U's policies and practices encourage each employee to be fully engaged: training managers re employee motivation and modeling engagement; Employee orientation to U values and goals	Current, Ongoing, Long-Term	Ties to #4 above, as well. Higher performance and greater alignment with University goals. Each employee should be able to tie his or her primary job responsibilities directly to a strategic goal of the University.		X	X			6
HR	Underperformers	Examine, create and strengthen policies for dealing w. underperformers and ensure managers deal w. behaviors: training; less comfortable; employee recognition	Ongoing, Long-Term	Ensure the retention of high performers and turnover of underperformers. Enhanced retention and job satisfaction for high performers. Management efficiencies result if problems are addressed promptly and once, rather than multiple times over the course of a career. More transparency with better feedback.			X	X		6
HR	Management and Leadership	Take a stronger position and provide mgmt and leadership training, employee leadership development, define competencies: assessment; certification course, reviews	Long Term	Stronger engagement in organizational change and culture for all faculty and staff. Employee satisfaction increases with satisfaction in the accountability, consistency and perceived competency of leadership and management.			X			6

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VII. Optimize the use of the University's physical, financial, and technological resources.										
Audit	Financial Forms Nirvana	Electronic form generator and automated approval and routing system, allows local input of financial activity, has embedded edits to check for compliance with policy parameters	Past	Significant increase in transactional accuracy. Similar reduction in time spent on rework/correction				X		7
Audit	Expansion of Transactional Law Services	Resulted in transactions that are thoroughly documented, protect the University and on economic terms that are thoughtful and clearly expressed	Past	Potential reduction in contract disputes and litigation. Maximize contractual benefits to the U.				X		7
Audit	System-Wide Hot Line	Establishing an integrated resource for individuals to call (or to submit via a secure web intake) & confidentially report concerns of any U misconduct using an external vendor service	Current	Consistency in the review, handling, & documenting of reported concerns. Better management information for assessing trends, etc. Provides tracking to prompt timely closure			X	X		7
Coordinate Campus	Achieve financial sustainability	Campuses will develop fiscal accountability models	Long Term	Increased self sufficiency and more effective use of resources		X	X	X	X	7
Executive Unit	Conduct an external review of administrative and service units.	An external review of the administrative and service units should be given serious consideration. a. Hire external consulting services. b. Commit to a 2 – 3 year process to complete an external review and redesign the University's administrative systems.		A carefully selected external group, experienced in working with non-profit organizations, may see and suggest things that an inside group would miss.			X	X		7
Executive Unit	Streamline administrative processes.	Set of administrative improvement goals, measures of progress, and means to hold staff and units accountable for the outcomes. a. Review, update, and eliminate obsolete policies and procedures. b. Identify best practices, develop standards, establish staffing models and train staff. c. Define expectations, set strategic and annual work plans and develop performance measures. d. Increase use of IT to provide services and apply standardized systems		Better services, more effectively delivered.		X	X	X		7

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Financial Services	Financial FormsNirvana	Resulted in a dramatic reduction in document entry, which has translated to central staffing reductions and cost savings	Past	N/A - past success. Has resulted in a 68% reduction in central data entry, increased timeliness of transaction processing, and an estimated \$250,000 in annual savings.			X	X		7
Financial Services	Re-engineering of Sponsored Financial Reporting	Automation of manual sponsored financial invoicing; Improved monitoring of the status of reports, invoices, past-due balances and collections; Established a dedicated collections unit within SFR	Past	N/A - past success. Has resulted in increased timeliness of sponsored financial reports & invoices, improved monitoring procedures, and collection of more than \$13 million in past-due sponsored receivables older than 60 days outstanding.			X	X		7
Financial Services	Purchasing card program	Combines the purchase and payment processes, resulting in efficiencies and lower process costs for departments	Past	N/A - past success. The p-card provides a low-cost, simplified way to purchase small-dollar goods. \$32 million in small-dollar purchases occur on p-cards during FY 2004.				X		7
Financial Services	Contract vendor program	Has saved the University millions of dollars by negotiating deep discounts with approximately 150 vendors	Past	N/A - past success. The program results in significant savings over purchases made without these contracts. Annual savings exceed \$43 million.				X		7
Financial Services	Evaluate financial internal controls	Reduce them where they contribute to "over-controlling" of financial activities. Based on cost-benefit evaluations, taking into consideration U's risk profile	Current	"Right-sizing" of controls to the associated risks will reduce the cost, bureaucracy, and hassle of excessive controls that add no value.			X	X		7
Financial Services	Implement "Equipment Maintenance Program" at the U.	Adopt and implement contract negotiated with Specialty Underwriters, an outside vendor, by the CIC Purchasing Consortium.	Near Term	Average institutional savings of 15-20% in total cost to maintain equipment (copiers, computers, office equipment, etc.)			X	X		7
Financial Services	Improve Communications	Create internal chat rooms, blogs, or other electronic methods for financial and other personnel to exchange ideas. Integrate use of Portal in administrative services.		Better financial management through communication up, down and across the institution. Allows financial professionals to share ideas and learn from one another.			X		X	7
HR	Reduce costs for routine human resources transactional work	May imply a restructuring to aggregate into tighter networks or HR task teams that manage the human resources transactional needs, incl entering appointment data and completing forms.	Near Term	Greater data consistency, better reporting, stronger accountability, higher efficiency.			X	X		7

Administrative Strategic Planning Task Force Summary of Strategies Identified by Subcommittees

Sub-Committee	Strategy	Specific Details	Time frame	Anticipated Outcomes	Strategic Positioning Action Strategies					Recommendation #
					Students	Faculty & Staff	Org Culture	Resource Utilization	Communication	
Space, Facilities & Utilities	Space Utilization -efficiently and effectively addressing space use within the context of cost and productivity	Maintain a complete, functional and user friendly space inventory/GIS. Build accountability for effective use of space into U planning. Build accountability for financial decision-making. Support a culture than minimizes the size of the campus.	Long Term	Improved utilization of the Universities 26 million gsf of facilities will help lower the overall cost of operations; both in operational and long-term capital costs. For example: a plan for improved space utilization on the St. Paul campus could eliminate the need for a new building, saving approximately \$900,000 annually in operating costs and another \$500,000 in recommended depreciation for renewal.			X	X		7
Space, Facilities & Utilities	Asset Optimization	Think strategically regarding University physical assets including the disposition and utilization of real estate holdings	Long Term	By including physical assets into University strategic planning, the University will be able to provide the right balance between physical and financial support for its missions. Example: Potential revenue in disposition and utilization of real estate holding.				X		7
Technology	Automation	Automate operational and service activities wherever possible.	Near Term	Self-service and transparent activities yielding greater efficiency, effectiveness and higher quality of service.				X		7
Technology	Transformative Investments	Invest in creative, transformative initiatives that improve service, workflow and competitive opportunities.	Long Term	Competitive advantage, leadership, deliberate strategic thinking and action planning.			X	X		7
Technology	Resource Repositioning	Strategically reposition / shift resources to provide a higher level of academic and research technology support	Long Term	Better technology support for strategic, mission-critical activities and initiatives.			X	X		7