

August 26, 2005

TO: Terry Bock, Associate Vice President, Health Sciences
Carol Carrier, Vice President, Human Resources
Steve Cawley, Associate Vice President and Chief Information Officer
Gail Klatt, Associate Vice President and University Auditor
Richard Pfitzenreuter, Vice President and Chief Financial Officer
Gerald Rinehart, Associate Vice Provost, Student Affairs
Linda Thrane, Vice President, University Relations

FROM: Kathleen O'Brien, Vice President, University Services

SUBJECT: **CHARGE TO THE ADMINISTRATIVE SERVICE AND PRODUCTIVITY TASK FORCE CHAIRS**

I am writing to ask you to serve as a task force chair on the Administrative Service and Productivity team of the University's strategic positioning implementation. Your assignment is listed on Attachment A.

Our direction from President Bruininks is clear. In his inaugural address, he envisioned a University "...known as much for its service and business innovation as for its high quality research, education, and public service." More recently during the executive team retreat, the President stated transformational change in the administrative service and support units was essential to achieving the University's strategic goal of becoming one of the top three public research universities in the next decade.

The Administrative Strategic Positioning Task Force, on which many of you served, presented recommendations and implementation steps to achieve this vision in two reports to the President. The President adopted the administrative task force proposal into his recommendations to the Board of Regents (Board). The Board endorsed the University's strategic positioning recommendations, "*Transforming the University of Minnesota*," on June 10, 2005. At point of endorsement, the seven administrative recommendations became action areas.

During the development of the University's strategic positioning plan, certain common themes were identified that will inform the goal to become one of the top three public research institutions in the world. These themes are important to keep in mind as we begin our work:

- strong academic programs and leadership;
- improved access to success for students demonstrating that a better education leads directly to better results;
- excellence in research;

- lowered economic costs through improved services and strengthened core investments; and
- greater alignment across all programs and services.

As a task force chair, you will serve on the Administrative Service and Productivity Steering Committee. The President's charge to me as chair of the Steering Committee (see Attachment B) outlines his expectations:

- to advance the vision for administrative services (see Attachment C);
- to coordinate and align our work with each other and the academic task forces;
- to ensure thorough and regular communication and consultation among ourselves and throughout the University community;
- and to be guided by the University's strategic plan and the five strategic action areas.

Most importantly, President Bruininks requests that we identify measures of progress, the expected impact of our work, and opportunities for reallocation of resources.

ADMINISTRATIVE SERVICE AND PRODUCTIVITY STEERING COMMITTEE AND TASK FORCE STRUCTURE, SCHEDULE, AND DELIVERABLES

The Administrative Service and Productivity Steering Committee and seven task forces will use the implementation structure and roles and responsibilities first described in the Next Steps Report to the President, May 2, 2005. To conform to the newly defined organizational structure that will be used for strategic plan implementation, a revised edition of the implementation structure, roles and responsibilities, and an organization chart is attached (see Attachment D). It is anticipated this structure will be in place for two years; at that time, we will assess our progress and reorganize as appropriate.

1. STEERING COMMITTEE

This committee, composed of the steering committee chair, seven task force chairs, chairperson of the Senate Committee on Finance and Planning, and with support from the Office of Service and Continuous Improvement and a senior fellow at the Humphrey Institute of Public Affairs, will ensure alignment and collaboration among the administrative and academic task forces. The Steering Committee will review each task force scope, facilitate coordination among task forces, and coordinate the communication and consultation plans for the task forces and projects. It will identify the cross task force issues and impacts, prioritize and sequence projects, define measures of success, leverage resources, and support the success of the administrative change effort. The Steering Committee will meet regularly throughout all phases of implementation.

2. TASK FORCES

Each of the seven administrative action areas is assigned to a system-wide task force. Each task force chair will form and lead a group of experts to steer the work of the action area. The task force should be a working group of up to ten individuals and include persons with experience in the action area. This may include faculty, collegiate staff, students and external representatives. Members should be experienced in leading change, have a service mind-set, and be open to innovation. Leaders of major projects within the purview of the action area should be given serious consideration as potential task force members. Choosing the right members of a task force is a critical factor of success. Task forces will meet regularly through all phases of implementation. ***Please report your task force member names and their affiliation to Kathleen O'Brien and Meredith Fox by August 26, 2005.***

3. TASK FORCE SCHEDULE AND DELIVERABLES

Task force work will be conducted in two phases. The first should be substantially completed by ***January 1, 2006***. The second will encompass the bulk of project implementation.

4. PHASE I: TASK FORCE ORGANIZATION, PROJECT IDENTIFICATION, AND WORK PLAN DEVELOPMENT

- *Vision / desired outcome*: Each task force should review and refine the principles and goals for the action area. The task force should begin by verifying the scope and direction of the action area. Each task force should describe why there is a compelling need to change, articulate the “desired end state,” and measures of success. This visioning exercise will be essential to the work of the task force; that is, prioritizing projects, managing reactions to change, unifying and motivating project teams and stakeholders. Reviewing the scope, direction, and vision should be an on-going activity for each task force.
- *Consultation / communication*: Broad consultation with stakeholders is crucial to the success of the strategic positioning effort. Each task force should develop and execute a consultation and communication plan to build understanding, seek guidance, and minimize misinformation. These should be incorporated into the administrative communication and consultation plan as well as the University-wide communication plan for strategic positioning implementation.
- *Project portfolio*: Each task force should have a well-defined portfolio of projects with an associated roadmap for completion. This will require: reviewing and verifying the projects recommended for this action area; considering inclusion of projects not on the list; considering realignment of projects between action areas; prioritizing and sequencing projects based on alignment with the strategic goals, impact, ease of completion, interdependencies, and an appropriate order of events;

and defining the scope, a charge, and resources for the portfolio of projects to assure successful implementation. Project teams should report on their progress to the appropriate task force. Reviewing the project portfolio for alignment, sequencing and results should be an on-going task force activity.

- *Early success*: Following the Kotter model of successfully managing change, early successes are critical to establish credibility, maintain momentum, and manage reactions to change. During Phase I, each task force should sponsor or directly manage at least one major project that will make a lasting contribution to strategic positioning implementation and have demonstrable results by Fall, 2006. A list of these projects should be submitted to the Steering Committee by **October 15, 2005**.
- *Foundational project*: Four of the administrative recommendations (single enterprise, culture, structure, and best practices) identified projects that are immediately essential to achieving the transformation of administrative services. The Next Steps report includes a draft charge for each of these foundational projects. It is expected that these projects will begin immediately. The respective task force may serve as the project team or choose to establish a separate project team to accomplish this assignment. Work plans for these foundational projects, including a statement of outcomes and a timeline, should be submitted to the Steering Committee by **October 15, 2005**. It is expected that significant progress be achieved on each of these projects by **March 15, 2006**.

5. **PHASE II : TASK FORCE IMPLEMENTATION**

The Phase I reports, due by January 1, 2006 to the Administrative Service and Productivity Steering Committee, will define the work plan for each task force in Phase II. It is anticipated that the effort for each task force during Phase II will be to oversee the completion of projects, align and coordinate among projects, and communicate and consult throughout the University community.

6. **BENCHMARKS**

To drive best practice results in the proposed improvements, the Steering Committee will sponsor a benchmarking research project utilizing the President's Emerging Leader program. The research will draw on insight from within the University of Minnesota, other higher education institutions, professional organizations, as well as the public and private sectors. The product of the work should inform the Steering Committee and task force work to envision the "desired end-state" and to prioritize projects.

7. **RESOURCES**

There are a number of support mechanisms available to your task force and associated project teams that you may access throughout this process. These include the Resource Alignment Team, a toolkit of documents and templates, and potential project team

leaders and members from the 2005-2006 President's Emerging Leaders Program and the newly created Transformational Leadership Program. Professional staff from University Relations have also been appointed to facilitate internal and external communication of progress throughout the process. In addition, the Administrative Service and Productivity Steering Committee and Executive Strategic Positioning Team are in place to provide feedback and support as required. Please do not hesitate to contact our steering committee's staff, Meredith Fox, for assistance in accessing support as needed.

8. **KICK-OFF**

All task force chairs and members are required to attend the strategic positioning task force retreat and work day scheduled for *September 16, 2005 from 8:30 a.m. – 4:30 p.m.* Details are forthcoming.

The changes envisioned for the University are ambitious and aggressive. The work of this past year has laid a sound foundation for our efforts. I look forward to working with you to advance the University's strategic goal. Thank you for your continued commitment to this essential and important work.

KOB:mf

Enclosures

cc: Robert H. Bruininks, President
Kathy Brown, Vice President
Meredith Fox, Community Relations Coordinator, OSCI
Jay Kiedrowski, Senior Fellow, Humphrey Institute
Fred Morrison, Professor, Law School
Kathryn VandenBosch, Professor, Plant Biology

Attachment A

August 26, 2005

ADMINISTRATIVE SERVICE AND PRODUCTIVITY TASK FORCE ASSIGNMENTS

Task Force

Chair

Single Enterprise

Gail Klatt

Culture

Linda Thrane

Structure

Terry Bock

Best Practices

Steve Cawley

Service

Jerry Rinehart

People

Carol Carrier

Resources

R. Pfitzenreuter

Attachment B
Source: President's Charge to KOB

August 19, 2005

To: Kathleen O'Brien, Vice President for University Services

From: Robert H. Bruininks, President

Subject: Charge to Strategic Positioning Team Leaders and Executive Team

I am writing to thank you for your willingness to serve as the Administrative Service and Productivity team leader on the implementation of the University's 2005 strategic plan titled, "*Transforming the University of Minnesota*," endorsed by the Board of Regents (Board) on June 10, 2005. You also will serve as a member of the Executive Strategic Positioning Team.

As a team leader, you are charged with authority and responsibility for the seven administrative task forces: 1) Single Enterprise; 2) Culture; 3) Administrative Structure; 4) Best Practices; 5) Service; 6) People; 7) Optimize Resources. The work of these task forces should put the University in a position to be known as much for its service and business innovation as it is for its high quality research, education and public service. We know success in our core mission requires world-class administrative support.

As part of your team leader role, I want you to achieve open and regular consultation with me regarding the work of your team. I encourage you to do the same with other executive officers as appropriate, particularly those who are responsible for a task force whose work overlaps or aligns with the work of any of your task forces. Vice President and Chief of Staff Kathy Brown will facilitate this communication in the Executive Strategic Positioning Team. The purpose of this team will be to ensure a high level of alignment, effective communication, and careful coordination among the teams and individual task forces need to achieve the desired outcomes.

The Administrative Service and Productivity Steering Committee and each of its task forces must consider the following five strategic action areas identified in the strategic positioning report as they develop their recommendations (a more complete description of these action areas is attached for your information):

1. Recruit, nurture, challenge, and educate outstanding students who are bright, curious, and highly motivated.
2. Recruit, mentor, reward, and retain world-class faculty and staff who are innovative, energetic, and dedicated to the highest standards of excellence.
3. Promote an effective organizational culture that is committed to excellence and responsive to change.
4. Exercise responsible stewardship by setting priorities, and enhancing and effectively utilizing resources and infrastructure.
5. Communicate clearly and credibly with all of our constituencies and practice public engagement responsive to the public good.

I expect the Administrative Service and Productivity Steering Committee and task forces to advance the University toward the vision presented in the Administrative Next Steps report of May 2, 2005:

“We will provide quality administrative services at the 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”

Now the Administrative Service and Productivity Steering Committee and associated task forces will provide direction, support, alignment, and prioritization of projects to achieve these objectives. Please respond to these questions in the context of your work:

1. What are the projects/actions recommended to achieve these directions, including opportunities for reallocation of resources?
2. What are the measures of progress and expected impact?
3. What are the incentives necessary to achieve success?
4. What are the barriers to success? What strategies exist to overcome the barriers?

As a practical matter, the next steps for the team leaders are to confirm task force chairs and members, formulate charge letters for each task force, schedule regular meetings with your task force chairs, and assemble background materials specific to the task forces under your purview. All task force chairs and team leaders are expected to attend the strategic positioning task force retreat on Friday, September 16. I will provide a finalized agenda and more detailed information about the strategic positioning implementation process as we get closer to the date.

Finally, there are resources, including financial support, available to facilitate the work of the Executive Strategic Positioning Team. Vice President Brown will let you know how to access these resources. In addition, the Resource Alignment Team (RAT) is an in-house consulting team with broad subject matter expertise available provide guidance and support to the task forces, particularly in the areas of change management and cross-functional alignment. They have already begun to identify a number of process issues likely to surface, and will continue to provide knowledgeable counsel throughout the implementation of the more operational changes resulting from strategic positioning.

Kathleen, thank you for your willingness to take on this very important role. Your enthusiasm and engagement in the strategic positioning process to date has been invaluable, and I know that your leadership in the implementation phase of the strategic plan will be critical to its ultimate success.

RHB:ks

Kathleen O'Brien, Vice President for University Services
August 19, 2005
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Attachments

cc: Kathryn F. Brown, Vice President and Chief of Staff
Linda Thrane, Vice President for University Relations

ATTACHMENT

ALIGNMENT WITH STRATEGIC ACTION AREAS

Achieving our goal to be one of the top three public research universities in the world requires an academic and fiscal accountability framework and operating assumptions to drive the long-term strategic planning process for all campuses of the University of Minnesota. As it develops recommendations specific to its topic, each task force must consider the five strategic action areas identified in the strategic positioning report, *Advancing the Public Good: Securing the University's Leadership Position in the 21st Century*:

1. **Recruit, nurture, challenge, and educate outstanding students who are bright, curious, and highly motivated.**
 - How do the task force recommendations improve student results, including retention and graduation rates, learning, and satisfaction?
 - How do the recommendations support and advance diversity?
 - How are educational programs and curriculum enhanced?
 - How do we ensure that we are recruiting and retaining the best and brightest Minnesota students, as well as outstanding students nationally and internationally [alternative: even as we strengthen our efforts nationally and internationally]?

2. **Recruit, mentor, reward, and retain world-class faculty and staff who are innovative, energetic, and dedicated to the highest standards of excellence.**
 - How do the task force recommendations support diversity?
 - Are strategic academic directions and funding streams identified?
 - How do the recommendations reduce barriers to and actively advance interdisciplinary research and teaching?
 - How do the recommendations reduce barriers to and actively advance national and international research collaborations?
 - How do the recommendations provide for an environment that will attract, support, and reward faculty engaging in path-breaking research, world-class creative work, and innovative teaching?
 - How do the recommendations provide strategies for identifying and attracting faculty and staff of the highest quality and potential?
 - How do the recommendations provide for an environment that challenges, mentors, and inspires outstanding faculty and staff?
 - How do the recommendations recognize and reward distinguished performance and reputation?
 - How do the recommendations retain outstanding faculty and staff?
 - How do the recommendations provide strategies for enforcing across the University the standards for excellence articulated in the Tenure Code?

3. **Promote an effective organizational culture that is committed to excellence and responsive to change.**
 - What metrics are in place to assess our progress, and what are the most meaningful measures?
 - How do the task force recommendations improve University quality and increase its responsiveness to change?
 - How do the recommendations engage faculty, staff, and students in the work of transforming the organizational culture?

4. **Exercise responsible stewardship by setting priorities, and enhancing and effectively utilizing resources and infrastructure.**
 - How do the task force recommendations result in cost savings?
 - How do the recommendations result in administrative efficiencies?
 - Do the recommendations identify space needs and a proposed resolution to such needs?
 - How do the recommendations integrate financial accounting systems?
 - Do the recommendations provide a plan for sufficient research infrastructure to accommodate current and future academic directions?

5. **Communicate clearly and credibly with all of our constituencies and practice public engagement responsive to the public good.**
 - Is there a plan for effectively communicating these recommendations internally?
 - Are the development plans aligned with the academic priorities?
 - Can alumni and friends of the University embrace and invest in these recommendations?
 - How will we test the effectiveness and reach of our messages?

Attachment C

Source: Admin Next Steps Report (May 2, 2005)

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*

Attachment D

Source: Admin Next Steps Report (May 2, 2005)

IMPLEMENTATION STRUCTURE

(REVISED 9.26.2005)

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~~ action areas. 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~~ Task force chairs for each of the seven ~~recommendations~~ action areas 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~~ Administrative Service and Productivity Steering Committee, ~~servicing as a subcommittee of the executive team~~, composed of the seven ~~executive owners~~ task force chairs who would meet regularly to support success of each and every recommendation team;
- ~~Steering teams~~ Task forces who would advise each ~~executive owner~~ task force chair and serve as the project team for the major foundational projects in that ~~recommendation area~~ action area;
- Periodic oversight sessions with the president and the president's Executive Strategic Positioning Team to review progress of the seven ~~recommendations~~ action 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 Strategic Positioning Team, ~~owns~~ the Administrative Service and Productivity Steering Committee and ~~advisors~~ task forces for each administrative ~~recommendation~~ action area, and project teams to achieve/execute strategies and recommendations. The structure will:

- Systematically engage leadership in the process and progress of making the ~~recommendations~~ action areas a reality;
- Define ongoing ownership and accountability for the ~~recommendations~~ action areas 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~~ action areas
- Provide direction regarding progress
- Make decisions required to advance all seven ~~recommendations~~ action areas, including resource support
- Ensure the Board of Regents, public, and University community are kept informed
- Reward success

President's Executive Strategic Positioning Team

- Periodically track progress against the seven ~~recommendations~~ action areas
- 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~~ Task Force Chair (for each recommendation action area)

- 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 Strategic Positioning Team members, the ~~recommendation's~~ action area's steering team task force 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~~ action area
- 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~~ Administrative Service and Productivity Steering Team (for all seven recommendations action areas)

- Team of seven ~~executive owners~~ task force chairs
- Facilitate on-going collaboration among ~~executive owners~~ task force chairs 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~~ Task Force (for each recommendation action area)

- 4-7 person cross-organizational team
- Provide support to the ~~executive owners~~ task force chair responsible for the respective ~~recommendation~~ action area
- Assist with identification, prioritization, sequencing and reviewing project work
- Serve as the project team for foundational strategies

Project Work

- Each ~~recommendation~~ action 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~~ Task force chairs 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:

SEQUENCING PLAN

In March, the Task Force reported over one hundred supporting strategies to the president. These strategies serve the seven overarching ~~recommendations-action areas~~. Once endorsed, these supporting strategies ~~will~~ officially became projects. The Task Force created four primary categories with which to sort the projects: foundational; underway; immediate; and long-term. In the future, ~~strategies~~ projects will be redefined and new projects will be added. The list of ~~strategies~~ projects 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-action areas~~ contain a foundational project
- This will be the first work of the ~~steering team~~ task force for the respective strategy - the ~~recommendation's executive owner~~ task force chair 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~~ task force 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~~ task force 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~~ task force chair and ~~steering committee~~ members for each ~~recommendation~~ action area should determine how projects are sequenced and how new projects will be added.

DIAGRAM 2
REVISED 8.26.2005
 Administrative Task Force
 IMPLEMENTATION STRUCTURE +
 SEQUENCING PLAN

