

DATE: September 13, 2005

MEMO TO: Members of the UMM Strategic Positioning Task Force

FROM: Sam Schuman, Chancellor

RE: UMM Strategic Positioning Task Force Charge

Thank you for agreeing to serve on the University of Minnesota, Morris Strategic Positioning Task Force. The University's Strategic Positioning process presents a remarkable opportunity for our campus to reaffirm its mission and set a new direction that will build upon its excellence and ensure its future vitality. With your help, we will identify what Morris' unique contribution can be to the University's goal of becoming one of the top three public research universities in the world, and recommend new ways to serve our students and the state. As you pursue your charge, I ask that you engage in bold and visionary thinking and identify strategies that will propel us forward.

President Bruininks has asked that each strategic positioning task force consider the following strategic action areas that were identified in the University's strategic positioning recommendations, *Transforming the University of Minnesota*, endorsed by the Board of Regents on June 10, 2005.

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

During the development of the University's strategic positioning plan, certain common themes have been identified and are important to keep in mind as we begin our work. The themes are:

- 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.
- Greater alignment across all programs and services.

As you pursue your work, please also keep in mind the following questions:

- What role should the Morris campus play as part of the University's goal of being a top 3 public research institution?
- What strategic directions will Morris need to take to maximize this role?
- What are the actions recommended to achieve these directions, including opportunities for reallocation of resources?
- What special contributions should the Morris campus make to our region of the state?
- How will demographic, economic, and enrollment trends affect the future of UMM and what steps must be taken as a result?
- What are our areas of excellence and/or comparative advantage?
- What are the measures of progress and expected impact?
- What are the incentives necessary to achieve success?
- What are the barriers to success? What strategies exist to overcome the barriers?

The Task Force Charge:

Each campus in the University system has a responsibility, consistent with its history and mission, to move toward making the University one of the top three public research institutions in the world. This task force is asked to conduct a thorough evaluation of the mission, priorities, strengths, and future direction of the Morris campus as part of this institutional commitment. This evaluation should carefully examine the current status of the campus and its programs, and determine where change is needed to address current trends and anticipate future needs. The task force is asked to conduct this evaluation under the following operating principles:

Recognition and attribution of full costs and cost increases;
 Rationalization of level of state support;
 Revenue expectations and enhancements;
 Academic enhancement and accountability;
 Enrollment models, expectations, and plan;
 Enhanced regional service and programs;
 Increased connection with relevant Twin Cities campus initiatives and resources.

Specifically, the task force should:

1. Evaluate background data about demographic, programmatic, and fiscal issues facing the campus;
2. Address enrollment issues and associated financial considerations;
3. Identify ways to partner with the other campuses and with Twin Cities campus colleges and units to leverage complementary strengths and identify efficiencies;
4. Establish a financial and academic accountability framework under which the campus will operate;

5. Develop operating assumptions that lead to successful implementation of goals;
6. Develop measures by which progress toward goals will be assessed.

Task Force Retreat:

There is a strategic positioning task force retreat and work day on Friday, September 16, 2005 at the North Star Ballroom in the St. Paul Student Center on the Twin Cities campus. This program is hosted by the Office of the President and is intended for all strategic positioning task forces. Task force co-chairs are asked to attend from 9:00 am – 4:30 pm. Task force members are asked to attend from 1:00 – 4:30 pm.

Deliverables:

The task force should develop a detailed work plan by **early October**. The plan should include a mechanism for receiving ideas and feedback from members of the Morris community and other constituencies, and a plan for consultation.

President Bruininks and Senior Vice President Jones have requested a brief progress report from the task force by December 10, 2005. The task force's final report is due by **March 31, 2006**.

Resources:

There are a number of resources available to you as you pursue your charge. These include the Resource Alignment Team, a toolkit of documents and templates, and the professional staff of University Relations appointed to facilitate internal and external communication of progress through the strategic positioning process. The Resource Alignment Team is a consulting group charged with providing support to all task forces in the areas of cross-functional alignment, change management, and subject matter expertise as needed. Support is also available from the Academic Health Center Steering Committee.

Kathy Yaeger from the System Administration office has been appointed to assist you and act as a liaison with Senior Vice President Jones and with the other task forces. She may be reached at 612-624-5841 or at Yaeger@umn.edu.

Thank you for your willingness to assume this important role on behalf of the Morris campus and the entire University community. Your participation and commitment to this work is vital to the successful implementation of the strategic positioning recommendations.

C: Robert H. Bruininks, President
Robert J. Jones, Senior Vice President, System Administration
E. Thomas Sullivan, Senior Vice President and Provost
Kathryn Brown, Vice President and Chief of Staff

