UMC Strategic Positioning Committee
Homework Assignment

THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.

**Thorough review of curriculum efficiencies**

Much discussion has centered on efficiencies in support units, but it seems a critical eye has not reviewed the number of class sections that have ten or fewer students. A strict review of ALL of those sections with 10 or fewer students for both fall and spring semesters should be completed and a policy of offering those course ONLY EVERY OTHER YEAR and/or course substitution, when appropriate, should be applied. This should save on course loading for tenured faculty and/or reduce the number of adjunct faculty needed each semester.

Taking it a step further, additional work could be done to look at courses that are very similar. Is there truly a need for a separate research methods course for each department? Could some efficiencies be gained by developing one core research methods course that covers the basics and then works to provide short highlights of special methods needed in special areas? If the quality of the student experience was maintained, this should also in some modest way save on course loading for tenured faculty and/or reduce the number of adjunct faculty needed each semester.

This scenario would address these criteria.

- [ ] Centrality to Mission
- X Quality, Productivity and Impact
- [ ] Uniqueness and Comparative Advantage
- X Enhancement of Academic Synergies
- X Demand and Resources
- X Efficiency and Effectiveness
- [ ] Development and Leveraging of Resources
- [ ] Other, ________________________________
Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.

Explore the possibility of larger lecture sizes while maintaining small lab sections in courses like chemistry, biology, geology, and other lab-heavy courses.

While UMC prides itself on small class sizes and a good student/faculty ratio, perhaps some efficiencies could be gained by moving to a model much like that of science and lab courses on the Morris campus. It is not uncommon to have a general biology or chemistry lecture including 100 students in a larger lecture hall, then having the labs be 20 or fewer students. This would help save some faculty time and cut down on the need for multiple lecture sections.

While we do not have a classroom facility that would accommodate 100 students, Kiehle Auditorium does sit empty a great deal, or perhaps Youngquist Auditorium could be utilized. If this were a direction we wished to explore, a larger lecture hall could be designed into the new wellness center, since plans already call for the inclusion of classrooms.

This scenario would address these criteria.

☐ Centrality to Mission
☒ Quality, Productivity and Impact
☐ Uniqueness and Comparative Advantage
☒ Enhancement of Academic Synergies
☒ Demand and Resources
☒ Efficiency and Effectiveness
☒ Development and Leveraging of Resources
☐ Other, _________________________
Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.

**Small electrical efficiencies add up**

Situation: during last week’s Thursday Commons open block time period, I attended the CSA full board meeting in Dowell 207. As you know, during the Thursday Commons time period, no classes are held. I happened to notice that every classroom on second floor Dowell had the lights left on (I turned them off, but it was already 1:45 p.m. and I assume the lights were left on when the last classes left just before noon). If we extrapolate that across the campus to say the 80% of all campus classroom probably had the lights left on for those two hours every Thursday with no one utilizing those rooms, it’s pretty obvious that that was wasted electricity and wasted money.

A simple solution of putting up paper lightswitch covers that say “Turn off the lights when the last person leaves the room” or something catchier and encouraging students, faculty, and staff to do so, would definitely start to add up.

Investment in motion detector light switches might be something to look at in low utilized areas that need to have safety lighting...

This scenario would address these criteria.

☐ Centrality to Mission
☒ Quality, Productivity and Impact
☐ Uniqueness and Comparative Advantage
☒ Enhancement of Academic Synergies
☒ Demand and Resources
☒ Efficiency and Effectiveness
☐ Development and Leveraging of Resources
☐ Other, __________________________
Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.

**Discontinue participation in the U of M’s State Fair booth**

In 2008 University Relations spent $2923 to represent the campus for two days at the Minnesota State fair (travel, lodging, booth rental charges, giveaway items)
In 2009 that number was reduced to $1,620 for two days with the elimination of the giveaway items.

Given the relatively low impact two days has, the investment may be worth reexamining, as the return on that investment may be questionable. There is something to be said for having a presence, but the U of M system does very little to promote the system as a whole (i.e. the outstate campuses and research centers). While that has been called to the attention of U Relations on the Twin Cities campus, there has been little done to address that.

Yes, $1,620 may be a small amount, but I understand lots of small amounts taken together can have impact.

This scenario would address these criteria.

☐ Centrality to Mission

☒ Quality, Productivity and Impact

☐ Uniqueness and Comparative Advantage

☐ Enhancement of Academic Synergies

☒ Demand and Resources

☒ Efficiency and Effectiveness

☐ Development and Leveraging of Resources

☐ Other, _________________________

Submitted by:  

DUE: 1 week prior to next committee meeting

SEND SCENARIOS TO:  Chris Winjum (cwinjum@umn.edu)
UMC Strategic Positioning Committee
Homework Assignment

THE ASSIGNMENT *In conversation with your department/unit*

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.

1) Leverage Resources: Invest…Spend in order to make. If you invest in areas already generating significant funds, those areas will produce even greater amounts of funds.
   - Continue to invest in student recruitment & retention
   - Invest in an additional employee in the development & alumni relations office
   - Invest in on-line education

2) Efficiency and effectiveness measures:
   - Increased campus wide energy conservation & awareness
   - Partner with U of M to deliver their ITV courses as we do with BSU & other institutions.
   - Justification for continuing to fund low enrollment majors/programs. Utilize those faculty members to teach on-line classes or classes where adjuncts have been hired.
   - Question - do all or other departments share certain costs like development & alumni relations & university relations do? Example, we share equipment, paper, and subscriptions just to name a few.

3) Demand & Resources:
   - Expand number of majors i.e. K-12, PE, and Nursing
THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.

1. **Additional Online Degrees**
   New revenue, new headcount, efficient use of resources, proven growth
   Central to Mission; Uniqueness & Comparative Advantage, Demand & Resources; Quality, Productivity & Impact

2. **College in the High School** (understanding/awareness/improved integration)
   NACEP Accredited [www.nacep.org](http://www.nacep.org), [www.umcrookston.edu/cihs](http://www.umcrookston.edu/cihs),
   Central to Mission, Enhancement of Academic Synergies, Development & Leveraging of Resources
   CIHS needs to become a recruiting tool, purpose of delivery must be disseminated

3. **Summer Activities/Day Camp/Events**
   Revenue generation, staffing must be identified
   Uniqueness and Comparative Advantage; Efficiency and Effectiveness,
   Development and Leveraging of Resources

*scenarios are in no particular order

This scenario would address these criteria.

- [ ] Centrality to Mission
- [ ] Quality, Productivity and Impact
- [ ] Uniqueness and Comparative Advantage
- [ ] Enhancement of Academic Synergies
- [ ] Demand and Resources
- [ ] Efficiency and Effectiveness
- [ ] Development and Leveraging of Resources
- [ ] Other, ____________________________

Submitted by: ____________________________
THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario: Implement the energy cost saving strategies as outlined by the recent ReDirect (attached) survey. Through scheduling and behavior modification it is estimated that savings of $57,500 could be realized.

One of the facilities, Dowell Hall, is in the process of being evaluated for capital upgrades by McKinstry. In addition to the ReDirect effort the improvements that will be reviewed and implemented in February 2010 have the potential of saving substantial energy while improving the comfort level of the facility occupants.

This scenario would address these criteria.

☐ Centrality to Mission
☐ Quality, Productivity and Impact
☐ Uniqueness and Comparative Advantage
☐ Enhancement of Academic Synergies
☐ Demand and Resources
☐ Efficiency and Effectiveness
☐ Development and Leveraging of Resources
☐ Other, __________________________
UMC Strategic Positioning Committee
Homework Assignment

THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.

Improve curriculum efficiency. Measure:
1. Cost per student for each program
2. Cost per SCH delivered for each discipline
Take the 5 highest cost programs and disciplines and whether they need to be continued or can be changed to lower costs.

This scenario would address these criteria.

☒ Centrality to Mission
☐ Quality, Productivity and Impact
☐ Uniqueness and Comparative Advantage
☐ Enhancement of Academic Synergies
☒ Demand and Resources
☒ Efficiency and Effectiveness
☐ Development and Leveraging of Resources
☐ Other, ______________________________

Submitted by: ______________________________

DUE: 1 week prior to next committee meeting

SEND SCENARIOS TO: Chris Winjum (cwinjum@umn.edu)
THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

Implement new Environmental Science degree. Using the enrollment and cost projections in the degree proposal and putting these into the budget model Excel spreadsheet, the net revenues should increase by $405,000.

This scenario would address these criteria.

- Centrality to Mission
- Quality, Productivity and Impact
- Uniqueness and Comparative Advantage
- Enhancement of Academic Synergies
- Demand and Resources
- Efficiency and Effectiveness
- Development and Leveraging of Resources

DUE: 1 week prior to next committee meeting

SEND SCENARIOS TO: Chris Winjum (cwinjum@umn.edu)
THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.

Increase efficiency in math department

<table>
<thead>
<tr>
<th>Action</th>
<th>Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drop Math 1011- Move material to other ECE classes</td>
<td>3 credits of adjunct salary</td>
</tr>
<tr>
<td>Change full time developmental math position to adjunct</td>
<td>Replace 1 full time salary and fringes with 16 credits of adjunct salary</td>
</tr>
<tr>
<td>Increase class size in Math 1150 to 55 per section</td>
<td>Save offering an additional section next year – 3 credits of adjunct salary</td>
</tr>
</tbody>
</table>

This scenario would address these criteria.

☐ Centrality to Mission
☒ Quality, Productivity and Impact
☐ Uniqueness and Comparative Advantage
☐ Enhancement of Academic Synergies
☒ Demand and Resources
☒ Efficiency and Effectiveness
☐ Development and Leveraging of Resources
☐ Other, _________________________

Submitted by: ________________________________

DUE: 1 week prior to next committee meeting

SEND SCENARIOS TO: Chris Winjum (cwinjum@umn.edu)
THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

1. **The scenario.** Adding a degree program in elementary education.

2. **Relevant facts:**
   - We have accomplished initial licensure from Board of Teaching to offer education degrees at UMC.
   - We have our current birth through grade three licensure program approved.
   - Annually we lose students who want to teach older children, who want to be more marketable in an elementary school setting, and who transfer to other institutions.
   - UMC Athletic Dept informs us that having elementary education would help in recruiting student athletes, especially women.
   - MN Dept of Education has restored the K-6 licensure to the state licenses.
   - Our current primary grades curriculum can be modified to include grades 4-6.
   - We have excellent potential to partner with local school district.
   - We have three tenured faculty in our ECE/ED faculty now.
   - From Dr. Baldwin, a list of High Demand Majors (June 2009), that lists Education as number 6 of the top 10 most popular majors in the US and that lists Elementary Teachers as number 9 of the top 10 fastest growing occupations for bachelor’s holder (according to the US Dept of Labor).
   - Minnesota Department of Employment and Economic Development report on a chart of “Top Projected High Demand/High Pay Occupations in Minnesota 2006-2016” lists Elementary School Teachers as first in the nine categories of Education and Training and is third in total numbers in the chart of 25 occupations.

3. **Minimum of three criteria:**
   - Centrality to Mission
   - Enhancement of Academic Synergies
   - Demand and Resources
   - Efficiency and Effectiveness
UMC Strategic Planning Committee
Homework Assignment

The Assignment (in conversation with your department/unit)

Identify three things (2 campus wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation. 4th could be add Development staff.

Describe the scenario, including relevant facts and data and identify at least 3 criteria the scenario would address.

Before I begin with the three scenarios I truly think you can look at this from different perspectives, my mind set and maybe because I have a business degree and background is how do we increase revenue rather than cut costs. We are so trim on this campus already that I believe we would lose productivity if we made substantial more cuts. I thought it was interesting that the FCC survey came up with 11 cost cutting initiatives and only two revenue generating ideas.

Large corporations are made up of a series of complex systems, but every great business leader will tell you that 90% of all business problems can be solved by increased sales. So I have approached this possibly different than other units on campus. I believe that we can continue to increase enrollment and retention rates on campus but we are going to need to make significant investments to do so and if we don’t we are going to constantly fight this battle of doing more with less and your most high investment on campus faculty/staff are going to become complacent, territorial, possibly negative and morale will affect our customers. So I look at investing as one option, sure it can be risky but if we don’t make some significant investments we will not move this campus forward.

The scenario:

#1 Campus Wide:
Add majors (education, nursing, more math related degrees, graphic design) but will focus on adding education this would help enrollment on the Crookston campus and also help recruiting in the athletic program. We are the only school in the region and in our conference that does not offer this major. By adding this major it would have a significant impact on recruiting students and student athletes to UMC. A large number of student athletes want to coach and teach so this is definitely a disadvantage not having this major. This would fall under Uniqueness and Comparative Advantage, Enhancement of Academic Synergies, Demand and Resources. Nursing, more math related degrees and graphic design would also help increase enrollment and there would be more opportunities for recruiting females to campus as we are currently about 58% Male and 42% Female this would be beneficial to gender balance.

#2 Campus Wide:
The ability to utilize resources at the University of Minnesota for more degree options. As a coordinate campus we should be able to utilize the Twin Cities campus and offer ITV classes so the Northwest Region in MN can have access to additional U of M degrees. We should also work with the Duluth, Morris and Rochester campuses to try to and collaborate. We had a brief discussion on this at the last
meeting, some said that students aren’t engaged in this matter and don’t learn as well, I brought it back
to our staff and pretty much all 30 of them commented on how they took classes from other institutions
through ITV to graduate at various institutions. Many had quite a few classes over ITV, I think we are
really under utilizing a possible opportunity to enhance the Crookston campus. I know we use to offer a
Masters Degree in Human Resource Development through the Twin Cities campus, which those
individuals also took classes at UND to fulfill academic requirements. This would fall under central to
the mission, Enhancement of Academic Synergies, Quality, Productivity and Impact.

#3 Within the Athletic Department:
The addition of a wellness/recreational center would enhance recruiting and definitely benefit retention
not only in the athletic program but campus wide. An additional facility would allow our teams to be
more successful because we could accommodate better practice times. Right now the gym is full from
6:00 a.m. to midnight with teams practicing. Early morning practices and late night practices are not
always conducive to be successful and productive but we don’t have any other options. Along with that
we try to balance limited class sections so it is difficult for us to have all of our student athletes at a
practice which is very frustrating for the coaches.

Another example is that our coaches would benefit with additional facility because this would allow
them more time for earlier practices so they could get out on the road to recruit and watch more games
in the evening. Given our location and proximity to the Twin Cities where the majority of our athletic
recruiting is done it is difficult for all the coaches to be on the road so often times only one or two are
out which affects recruiting.

Having additional activities for students and student athletes is critical for retention purposes on
campus. With the location we are in indoor activities become very important throughout the year for
our students. Currently we are limited in offerings for recreational sports because of demand for gym
time. (Please see report prepared by Jim Turman in regards to recreational facilities and the high impact
they have on recruitment and retention as prepared and presented to the Board of Regents).
This would address the demand and resource scenario, central to the mission scenario and Efficiency
and Effectiveness.
THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.

Human Resources:
1. Eliminate the Positions of Director of Human Resources and utilize the Twin Cities Human Resources Dept for all HR functions.
   a. Pros with elimination:
      i. Cost Savings.
      ii. More accurate information provided without having a middle-man in between.
      iii. All job postings, reclassifications and information already go through the HR TC Department.
      iv. Unbiased HR information.
      v. At this time many of the questions being asked by campus are referred to Central.
      vi. This position teaches courses and is not available when needed.
   b. Cons with elimination:
      i. Lose a personal connection with someone we feel comfortable with.
      ii. Once a position is eliminated, it will be more difficult to get back on campus.
This scenario would address these criteria.

- X Centrality to Mission
- X Quality, Productivity and Impact
- X Uniqueness and Comparative Advantage
- X Enhancement of Academic Synergies
- X Demand and Resources
- X Efficiency and Effectiveness
- X Development and Leveraging of Resources
- Other, _________________________

Submitted by:  

DUE: 1 week prior to next committee meeting

SEND SCENARIOS TO: Chris Winjum (cwinjum@umn.edu)
UMC Strategic Positioning Committee
Homework Assignment

THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.

1. Restructure the Admissions Office-Currently, the Admissions Office is overstaffed. Consider the elimination of one or more of the following depending how responsibilities are consolidated.
   a. Information Technology Professional. Could be assumed by Applications Processor and Principal Administrative Specialist.
      i. Pros with elimination:
         1. Cost Savings
         2. Reports can be run by individual admissions counselors for mailings. Other info and queries can be garnered by UMC institutional research, and the Office of Institutional Research on the Twin Cities Campus, along with cross-training the application processor for the weekly reports.
         3. Currently this position works from home two days a week where the quantity of work cannot be effectively evaluated. Phone messages are not replied to in a timely fashion.
         4. It appears that this position does not have enough work to keep busy even with three days on campus. Employee does not assist other departments with queries.
      ii. Cons with elimination:
         1. Would require cross-training and more duties for other individuals.
   b. Transfer Admissions Counselor: Position could be assumed by the other four counselors or Director with adequate training.
      i. Pros with elimination:
         1. Cost Savings.
         2. Is quantity of transfer students enough to justify a person dedicated solely to this work? The position was recently added and the numbers have not increased.
         3. What does this person do other than transfer evaluation? Does not travel and recruit as was proposed to help justify the position. Not enough recruiting to justify the expense. Four other recruiters are available to travel – can schedule a visit to community colleges while they are on the road to visit high schools.
4. Val in the Registrar’s Office does the cross-checking.
5. Not sure if this position provides quality student service at this time. Doesn’t appear to be helpful to other departments.
6. There doesn’t appear to be any increases in articulations with 2-year programs.
7. Have old articulations been updated, as needed?
8. Should the various departments handle the articulations?

ii. Cons with elimination:
1. Would require cross-training and more duties for other individuals.

c. Principal Administrative Specialist (switchboard operator). Could be assumed by the other Principal Administrative Specialist and other staff.

i. Pros with elimination:
1. Cost Savings
2. Current duties have been reduced to PSEO (with the help of an admissions counselor), telephone and imaging. PSEO is already handled by admissions counselor when she is out of the office/vacation.
3. Imaging can be completed by Applications Processor and student employees as done in other departments (Registrar and Financial Aid). Students are doing some imaging at this time.
4. Phone duties can be assumed by the front desk staff.
5. If eliminated, responsibility would be shifted to their current back-up plan. If sick, at lunch or on vacation the calls are handled by Dar at the front desk. If Dar is not in the office everything gets pushed to (phones, ect.) Jodie, if Jodie is not available everything gets pushed to counselors.

ii. Cons with elimination:
1. Would require cross-training and more duties for other individuals.

d. Applications Processor:

i. This position is currently at 75% time. It is requiring full benefits. Suggest that if the three other reductions occur, this position moves to full time. Or if no reductions occur, this position be eliminated and merged with the transfer counselor position.

e. Recommend giving three of the four counselors other duties during the summer months.

i. Assist the Admissions Director with retention follow-up on spring students who have not registered for the upcoming fall.

ii. Assist or take over various responsibilities for new student registration and new student matriculation that are currently being handled by the New Student Experience Office. This would free-up Sara Kaiser to cover other duties related to proposed consolidation and revenue generation in Student Affairs.
This scenario would address these criteria.

- [ ] XCentrality to Mission
- [ ] XQuality, Productivity and Impact
- [ ] Uniqueness and Comparative Advantage
- [ ] Enhancement of Academic Synergies
- [ ] Demand and Resources
- [X] XEfficiency and Effectiveness
- [ ] Development and Leveraging of Resources
- [ ] Other, _________________________

Submitted by: __________________________________________________________

DUE: 1 week prior to next committee meeting

SEND SCENARIOS TO: Chris Winjum (cwinjum@umn.edu)
THE ASSIGNMENT [In conversation with your department/unit]
Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

INCREASING CAMPUS SYNERGY. The Crookston campus has considerable expertise across the 4 academic departments, campus staff, Extension personnel, NW ROC scientists, and AURI personnel. Their expertise can be first identified and then they can be queried as to their interest in collaborative activities such as jointly offering a regular course, special topics, or simply giving a guest lecture or two in a particular course. Another activity would be to collaborate on authoring inter-disciplinary grants. This would better utilize expertise which we have in place, form partnerships/friendships, and deepen the educational experiences of our students. A first step might be to have interested personnel post their resumes at a common site and then schedule brainstorming sessions to explore mutual interests. For example, the topic of sustainability would have a lot of interdisciplinary applications relevant to our campus and current initiatives underway.

This scenario would address these criteria:

☐ X Centrality to Mission
☐ X Quality, Productivity and Impact
☐ Uniqueness and Comparative Advantage
☐ x Enhancement of Academic Synergies
☐ x Demand and Resources
☐ x Efficiency and Effectiveness
☐ x Development and Leveraging of Resources
☐ X (Other) Positioning for the future ____________________________

Submitted by: ________________________________
UMC Strategic Positioning Committee
Homework Assignment

THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

Better market the “living laboratory” aspects of the Agriculture and Natural Resources Department.

In my view, the strategic importance and marketability of the hands-on, experiential learning which the newly combined Department offers is under-appreciated by our campus community as to its potential to attract students (including exceptional students) from near and far. This approach to education is highly desired by employers resulting in high placement of our graduates. We have exceptional field and lab facilities which are unique in the Upper Midwest at colleges and universities offering a similar suite of programs. These include the following: first class equine facility; a variety of livestock on campus including the beef and dairy operations at the NW Research and Outreach Center; the campus grounds providing maintenance and development experience for Horticulture and Golf and Turf students plus the Crookston Minakwa Golf Course; the 85-acre Red River Valley Natural History Area located 1 mile from campus; Glacial Ridge National Wildlife Refuge – the largest wetland and prairie restoration project in North America located 15 miles from campus; and the agronomic and soils research underway at the NW ROC and associated land. Further, the practical orientation of faculty and staff provides effective use of these resources.

We should continue to improve these “living laboratory” resources to be sure, while simultaneously marketing them and the success stories of our graduates and faculty. This approach to education is highly attractive to students and many will come the distance to experience it! This scenario can be very cost effective considering the increasing importance of tuition income.

This scenario would address these criteria:

☐ XCentrality to Mission
☐ x Quality, Productivity and Impact
☐ x Uniqueness and Comparative Advantage
☐ Enhancement of Academic Synergies
☐ x Demand and Resources
☐ Efficiency and Effectiveness
☐ x Development and Leveraging of Resources
☐ (Other) x Positioning for the future ____________________________

Submitted by: ________________________________
THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

<table>
<thead>
<tr>
<th>Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.</th>
</tr>
</thead>
</table>

**UMC AS AN EXEMPLARY CAMPUS MODEL OF SUSTAINABILITY EDUCATION**

Sustainability is a popular umbrella concept encompassing energy efficiency and conservation, locally produced foods (“Home-Grown Economy” of Collin Peterson), recycling and waste management, systematic land use planning, sustainable and environmentally friendly agricultural practices, pollution management, climate change, local community development, and sustainable resource conservation – water, wildlife, fish, and forestry. Considering the orientation of existing departments on campus, we are well positioned to synergize and adapt and market many of our programs to address these concerns of society and future students - **and save money**. With cooperative planning and marketing, we can increase the profile of existing programs while continuing to develop other related programs; Environmental Science, a proposed minor in Sustainability, and a major in Sustainable Facility Management. The campus is engaged in a very marketable energy saving program with Otter Tail Power Company, Evergreen Hall was dedicated as the first LEED certified residence hall in the U of MN system as an expression of student interest and action, UMC was chosen as a MN GreenCorps site, and we have one of the few Biofuels and Renewable Energy majors in the Upper Midwest. Our campus can continue to develop as a “living laboratory” to profile such an aspirational goal to attract students as well as industry and agency partners. Such a goal would not take away from ongoing successful programs. We can be all that we are and more.

This scenario would address these criteria:

- XCentrality to Mission
- x Quality, Productivity and Impact
- x Uniqueness and Comparative Advantage
- xEnhancement of Academic Synergies
- x Demand and Resources
- xEfficiency and Effectiveness
- x Development and Leveraging of Resources
- (Other) x **Positioning for the future**

Submitted by: ________________________________
UMC Strategic Positioning Committee
Homework Assignment

THE ASSIGNMENT [in conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

**Scenario: Expand Early Childhood Program to K-6.**

**Actions**
- Hire at least one more faculty member for the program
- Consider investing in retraining one or two faculty already in the program to expand expertise

**Impact**
- This option will build on campus strengths already in place
- Student graduates will have more employment options
- Expanded program will attract and retain more students
- Student interest surveys already indicate a high level of interest in K-6 major
- Will contribute to the campus stated goal of improving retention and graduation rates
- Increased students in this major will also help support enrollment in other core liberal education classes

This scenario would address these criteria.
- Centrality to Mission
- Quality, Productivity and Impact
- Uniqueness and Comparative Advantage
- Enhancement of Academic Synergies
- Demand and Resources
- Efficiency and Effectiveness
- Development and Leveraging of Resources
- Other, ___________________________
UMC Strategic Positioning Committee

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

Scenario:

Eliminate Ag Aviation Program.

- This is a high cost program with few students
- The program does not have a tenured faculty member and this change could be implemented relatively quickly with no long lasting ‘cost tails’
- The program has not demonstrated high growth since its start
- Money saved can be reinvested in programs that have demonstrated consistent high growth
- Short term reduction in Ag Aviation student will be made up with increased enrollment in other programs

This scenario would address these criteria.

☐ Centrality to Mission
☐ Quality, Productivity and Impact
☑ Uniqueness and Comparative Advantage
☑ Enhancement of Academic Synergies
☐ Demand and Resources
☑ Efficiency and Effectiveness
☐ Development and Leveraging of Resources
☐ Other, ___________________________
UMC Strategic Positioning Committee
Homework Assignment

THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

Scenario:
Reduce Athletic Department expenses and shift to academic program development.

Proposed Facts
- Switch to a less expensive conference
- Fewer athletic sports offerings – reducing coaching and travel expenses

Result of implementation
- Some reduction in athletic recruiting of students
- May recruit more local area students instead of students from 1,000 miles away
- With money saved, hire more tenure track faculty
- Money can be reallocated to development of new programs
- Increased enrollment due to enhanced academic program quality & quantity, more than making up for students lost due to less athletic recruiting
- Change focus from recruiting athletes who may want to attend college to recruiting high quality academic students who may want to play sports.
- The overall goal of this approach is not to win more games, but to recruit more high achieving students who will graduate.

This scenario would address these criteria.

☐ Centrality to Mission
☐ Quality, Productivity and Impact
☐ Uniqueness and Comparative Advantage
☐ Enhancement of Academic Synergies
☐ Demand and Resources
☐ Efficiency and Effectiveness
☐ Development and Leveraging of Resources
☐ Other, ___________________________
UMC Strategic Positioning Committee
Homework Assignment

THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.
Become Truly Paperless

- The campus moved to a paperless student record system a few years back (i.e. implementation of imagenow and workflow) but academic departments continue to create paper student files when they could be using imagenow instead
- The whole campus should become paperless and the Admissions Office will implement additional paperless activities to help serve as a model of a paperless campus
- The admissions office has been copying letters sent to students so they could be scanned and added to the student file - we will no longer copy the letter it will be scanned prior to sending - we have determined that it takes approximately the same amount of time to scan the letters as it would to copy them
- The admissions office will explore using computers to gather prospective student contact information at events like National College Fair and National FFA thus saving on printing of contact cards but also dramatically cutting data entry time
- Files for the admissions committee will no longer be printed - they will be brought up on the TV screen and reviewed and discussed in the conference room
- WE will review every communication sent to students to determine where we can cut additional paper and costs

This scenario would address these criteria.

- [ ] Centrality to Mission
- [x] Quality, Productivity and Impact
- [ ] Uniqueness and Comparative Advantage
- [ ] Enhancement of Academic Synergies
- [x] Demand and Resources
- [x] Efficiency and Effectiveness
- [ ] Development and Leveraging of Resources
- [ ] Other, ________________________________

Submitted by: ____________________________
THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.

Enforce student bill payment better
- Some students attend for an entire semester and never pay their bill
- The MnSCU system kicks all students out if they have not paid, started a payment plan, or have a financial aid award on file by the fifth day of class
- We need to do a better job of educating students on what they will owe prior to the start of the semester and when things are due and how to go about paying
- If students do not do make any payment arrangements within the first week of classes we need to penalize them or reward students that have taken responsibility for paying their bill within the first week?

This scenario would address these criteria.
☐ Centrality to Mission
☐ Quality, Productivity and Impact
☐ Uniqueness and Comparative Advantage
☐ Enhancement of Academic Synergies
☒ Demand and Resources
☒ Efficiency and Effectiveness
☐ Development and Leveraging of Resources
☐ Other, __________________________

Submitted by: [Redacted]

DUE: 1 week prior to next committee meeting

SEND SCENARIOS TO: Chris Winjum (cwinjum@umn.edu)
UMC Strategic Positioning Committee
Homework Assignment

THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.

Implement Enrollment Management

- Create a cross functional team charged with enrollment management- this team would include recruitment, retention, and student service staff members as well as academic department staff to discuss, set, and implement appropriate enrollment goals for each major and for the campus as a whole.

- Combine the FYE office and the Admissions Office The FYE coordinator spends time and energy fulfilling clerical duties such as matriculating students, sending invites, and tracking health insurance. If the clerical duties were delegated to clerical staff that already send information to these students and already maintain these students files in peoplesoft the FYE coordinator would have a lot more free time to focus on recruitment activities and retention activities. The FYE coordinator could assist with Admissions recruitment during peak times and the Admissions Counselors would help with registration and orientation.

- Much of this activity already occurs but there are still two different supervisors and duplication of effort

- Have a Regional Area Representative- If the FYE coordinator could help with recruitment activities during peak times it would free up a position on campus to become a regional area admission representative in the Twin cities. A regional area representative would be based in or near the metro and cover all the recruitment activities for both admissions and CAL for the southern half of MN. A regional area rep would increase our enrollment from the more populated areas of MN and WI and save a lot of money on travel time. If we had a regional area rep we would also have more representation at college planning functions in this area.

- Use professional staff for advising- if clerical duties are appropriately delegated to clerical and work-study students- that could free some time for professional staff to take on a small advising load to assist with the faculty advising load.

This scenario would address these criteria.

☐ Centrality to Mission

☐ Quality, Productivity and Impact
☐ Uniqueness and Comparative Advantage
☐ Enhancement of Academic Synergies
☐ X Demand and Resources
☐ X Efficiency and Effectiveness
☐ X Development and Leveraging of Resources
☐ X Other, Increase enrollment by improving recruitment and retention

Submitted by: [Redacted]

DUE: 1 week prior to next committee meeting

SEND SCENARIOS TO: Chris Winjum (cwinjum@umn.edu)
UMC Strategic Positioning Committee
Homework Assignment

THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.

Revenue Generation Ideas
All of these revenue generating ideas need to be thoroughly vetted and explored to determine if we would actually make a profit on any of them

1. Book rental program- Some schools charge every student a book rental fee in their cost of attendance and then students receive all the books they need for the semester without an additional out of pocket expense. If the correct book rental fee is chosen we might be able to make more money doing this than by just buying and selling books

2. Purchase and renovate the Palace Hotel downtown- the City or County is currently in possession of this building and I think we could buy it for $1 and then invest in renovating it for additional housing, a restaurant and student food service, a presence in the downtown area –maybe we could recruit additional non-traditional aged students from Crookston to continue their education with a presence in the downtown. This could meet our need for additional housing and be a learning experience for our HRI students.

3. Purchase Minakwa- Use student talent to manage and run the golf course and restaurant and continue to have the business generate revenue

4. Purchase the Northland- similar to the palace hotel idea but more expensive and closer to campus

5. Install a Wind Turbine on campus- a wind turbine on campus would produce green energy for the campus to use but may also generate additional power that could be sold

6. Start a creamery- process the milk produced by the ROC to serve on campus in food service and produce our own dairy products like cheese and ice cream to sell for profit.

This scenario would address these criteria.

X Centrality to Mission- ideas 2, 3, 4, 5, and 6 include student research opportunities as well as teaching opportunities for classes (like real life labs)

X Quality, Productivity and Impact

☐ Uniqueness and Comparative Advantage

☐ Enhancement of Academic Synergies
Homework Assignment

The assignment is to write a report on the budget allocations and how they will be used to improve the student experience.

DUE: 1 week prior to next committee meeting

SEND SCENARIOS TO: Chris Winjum (cwinjum@umn.edu)
UMC Strategic Positioning Committee
Homework Assignment

THE ASSIGNMENT [In conversation with your department/unit]
Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.
Start a Wind Energy Major option
- LRSC has a wind energy major that is overfull right now with demand for graduates
- UMC's enthusiasm for sustainability could feed a lot of interest in a wind energy major
- Using wind energy on campus would be essential to this program's success

This scenario would address these criteria.
☐ Centrality to Mission
☐ Quality, Productivity and Impact
☒ Uniqueness and Comparative Advantage
☐ Enhancement of Academic Synergies
☐ Demand and Resources
☐ Efficiency and Effectiveness
☐ Development and Leveraging of Resources
☐ Other, ___________________________

Submitted by: _________________________

DUE: 1 week prior to next committee meeting

SEND SCENARIOS TO: Chris Winjum (cwinjum@umn.edu)
UMC Strategic Positioning Committee
Homework Assignment

THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.
Rework College in the High School
- In order to make CIHS a more effective recruitment tool we need to offer different courses – courses that invoke students to consider majors we offer such as an HRI type of course and an Animal Science course

This scenario would address these criteria.
☐ Centrality to Mission
☐ Quality, Productivity and Impact
☐ Uniqueness and Comparative Advantage
☐ Enhancement of Academic Synergies
☐ Demand and Resources
☐ Efficiency and Effectiveness
☐ Development and Leveraging of Resources
☐ Other, _Improve recruitment = increased enrollment_____________________

Submitted by: ______________

DUE: 1 week prior to next committee meeting

SEND SCENARIOS TO: Chris Winjum (cwinjum@umn.edu)
UMC Strategic Positioning Committee
Homework Assignment

THE ASSIGNMENT [In conversation with your department/unit]
Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.

Offer on campus summer courses
- Use space and facilities throughout the year- better space utilization
- Increase retention, graduation rates and student success
- Generate Tuition revenue
- Generate housing revenue
- Generate food service revenue
- Improve recruitment- by dramatically improving summer campus visits
- Improve summer new student registration because faculty would be on contract to advise

This scenario would address these criteria.

☐ Centrality to Mission
☐ Quality, Productivity and Impact
☐ Uniqueness and Comparative Advantage
☐ Enhancement of Academic Synergies
☐ Demand and Resources
☐ Efficiency and Effectiveness
☐ Development and Leveraging of Resources
☐ Other, __________________________

Submitted by: [Redacted]

DUE: 1 week prior to next committee meeting

SEND SCENARIOS TO: Chris Winjum (cwinjum@umn.edu)
UMC Strategic Positioning Committee
Homework Assignment

THE ASSIGNMENT [In conversation with your department/unit]
Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.
Evaluate all position on campus from top down to determine if any positions could be cut.
  • Determine amount and frequency of clerical or civil service types of duties that some administration might be doing and delegate those responsibility to lower level positions
  • Determine duplication of effort and eliminate it
  • Take full advantage of work study funds during the academic year

This scenario would address these criteria.
☐ Centrality to Mission
☒ Quality, Productivity and Impact
☐ Uniqueness and Comparative Advantage
☐ Enhancement of Academic Synergies
☐ Demand and Resources
☒ Efficiency and Effectiveness
☐ Development and Leveraging of Resources
☐ Other, ____________________________

Submitted by: ____________________

DUE: 1 week prior to next committee meeting

SEND SCENARIOS TO: Chris Winjum (cwinjum@umn.edu)
THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The AHSS Department currently teaches 3 separate courses in research methods. These include courses in Criminal Justice, Communication; and Organizational Psychology. Through conversations across programs, our program faculty have agreed to create a single new research methods class that will be required for all 3 programs. This will greatly increase the enrollment of this new class, as well as free up 6 current credits which will allow these faculty to teach alternative courses in their respective programs.

To Accomplish this we will need to create this new course and alter the program requirements of these 3 programs via the curriculum committee.

This scenario would address these criteria.

☐ Centrality to Mission
☒ Quality, Productivity and Impact
☐ Uniqueness and Comparative Advantage
☒ Enhancement of Academic Synergies
☐ Demand and Resources
☒ Efficiency and Effectiveness
☐ Development and Leveraging of Resources
☐ Other, _____________________________

Submitted by: ____________________________________________

DUE: 1 week prior to next committee meeting

SEND SCENARIOS TO: Chris Winjum (cwinjum@umn.edu)
UMC Strategic Positioning Committee
Homework Assignment

THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.

1) Desktop power management. As the University’s IT leadership continues its exploration and assessment of technologies that monitor and manage activity of electronic devices (i.e. computers, monitors, printers…), and to identify which devices are powered up, but not in use and at what times (e.g. typical desktop not in use over night and weekends). The result of this exercise should then lead to implementation of strategies to power-down certain devices during non-business hours. The Crookston campus will also implement these strategies once a solution is determined. Perhaps the Crookston campus could serve as a pilot site for testing.

Clearly, we are a small campus with fewer devices, but this does promote Efficiency and Effectiveness and stewardship of Demand and Resources.

2) Electronic books are nothing new in the public sector but their acceptance is growing on campuses too. The technology is improving and more titles are becoming available. E-books offer many conveniences compared to traditional textbooks, including the ability to carry many volumes on small electronic devices (i.e. laptop, e-reader, smart-phone…), they reduce costs, and are environmentally friendly. The state of California recently passed legislation that requires all textbooks used in public and private institutions have an available electronic version (the law goes into effect January 1, 2020).

Until recently the Academic community has found barriers to embracing e-textbooks due to availability, reader technology, and viewed as ancillary to a purchased printed version. But those barriers are now lifting, where major publishers are offering more titles, improved reader technology, and publishers are differentiating electronic from printed versions. There are many pilot projects taking place in the HE community and a recent report issued by Educause in collaboration with the New Media Consortium, predict this technology to become widespread in HE over the next two to three years. The UMC Technology Advisory Committee is also discussing this technology where the next laptop computer could contribute to the usage of e-textbooks.

E-book technology aligns with our technology-rich mission (Centrality to Mission), it may very well provide a Unique and Competitive Advantage in our instruction,
and *Efficiency and Effectiveness* in resource conservation and a cost savings for our students.

3) Some efforts to reduce paper usage are already being employed at UMC. Technology Support Services has grown the fleet of printers that print in duplex by default. The central ImageNow image and document management system is used by many units at UMC. And Technology Supports Services programmers have developed applications that create, display, and store more documents electronically. Paper forms once used by the Helpdesk (computer contracts), Registrars (student info cards), Writing Center Tutoring (requests and scheduling), and Financial Aid Specialty Scholarships (application and review forms) have been replaced with electronic versions. Clearly more work is needed to reduce this use further. Again this aligns with *Demand and Resources, Efficiency and Effectiveness, and Quality, Productivity, and Impact*.

4) I don’t have much information on this initiative but the OIT Video Solutions group is working to expand the universities ability to deliver video conferencing capabilities throughout the University system. Improving this service should provide additional opportunities to reduce travel expenses and time. This initiative affects *Demand and Resources, Efficiency and Effectiveness, and Quality, Productivity, and Impact*.

This scenario would address these criteria.

- Centrality to Mission
- Quality, Productivity and Impact
- Uniqueness and Comparative Advantage
- Enhancement of Academic Synergies
- Demand and Resources
UMC Strategic Positioning Committee
Homework Assignment

THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

The scenario.
Helping admission to “close the sale”. Increasing enrollment might be the fastest way to improve efficiencies.

UMC admissions are doing a wonderful job of beating the bushes to bring potential students to UMC. As faculty we need to insure that we are doing the best job that we can to provide a positive faculty visit. One of the ideas that we have used in ASM is to share stories of previous graduates in a one page handout called “Using Their Skills for Career Success.” The single page two sided brochure has a picture of the student at their job place. A short quote and a bit of information including hometown, major and emphasis and employer name.

This brochure provides a talking piece when meeting with the potential student and his/her parents and gives them a better understanding of what may lie ahead for career Opportunities.
This scenario would address these criteria.

- [ ] Centrality to Mission
- [X] Quality, Productivity and Impact
- [ ] Uniqueness and Comparative Advantage
- [ ] Enhancement of Academic Synergies
- [X] Demand and Resources
- [X] Efficiency and Effectiveness
- [ ] Development and Leveraging of Resources
- [ ] Other, _________________________

Submitted by: ________________________________

DUE: 1 week prior to next committee meeting

SEND SCENARIOS TO: Chris Winjum (cwinjum@umn.edu)
UMC Strategic Positioning Committee
Homework Assignment

THE ASSIGNMENT [In conversation with your department/unit]

Identify three things (2 campus-wide and 1 in your department/unit) which you believe could have a positive impact on the budget challenge which will be used for scenario generation.

Describe the scenario, including relevant facts and data, and identify at least 3 criteria the scenario would address.

Strengthening the use of existing articulation agreements.

Over the past year the UMC Agricultural/Natural Resources dept has developed an articulation agreement with Minnesota West Community and Technical College at Worthington, Minnesota. This agreement deals with the Renewable Energy and Biofuels emphasis in the ASM program.

The program at Minnesota West includes a plant operations curriculum that could be of high value to our graduates. The program consists of a bank of high end computers and software that simulates the day to day operation of an ethanol plant. The program is one of the first in the United States and comes with a price tag of around $100,000.

If students from our campus had online access to their program, I think it could be a financial benefit to Minnesota West as well as a recruitment opportunity for our Renewable Energy Program.

Dr. Ron Del Vecchio is quoted as saying: “I am pleased to announce these two new articulation agreements with Minnesota State Community and Technical College and with Minnesota West Community and Technical College,” said Del Vecchio. “Our goal is to expand the opportunities for students to build on what they have already achieved. Increased collaboration with other institutions within the state, as well as the entire Midwest, is essential in order to serve as responsible stewards of our resources.”

This scenario would address these criteria.

- [X] Centrality to Mission
- [X] Quality, Productivity and Impact
- [X] Uniqueness and Comparative Advantage
- [X] Enhancement of Academic Synergies
- [X] Demand and Resources
- [X] Efficiency and Effectiveness
☐ Development and Leveraging of Resources
☐ Other, _________________________

Submitted by: ________________________________

DUE: 1 week prior to next committee meeting

SEND SCENARIOS TO: Chris Winjum (cwinjum@umn.edu)