

MEMORANDUM

April 14, 2020

To: Brian Burnett, Senior Vice President for Finance and Operations, *Co-Chair*
Ken Horstman, Interim Vice President for Human Resources, *Co-Chair*
Lynn Black, Chancellor, University of Minnesota Duluth
Phil Buhlmann, Professor of Chemistry, College of Science & Engineering, and FCC Vice Chair
John Coleman, Dean, College of Liberal Arts
Matt Kramer, Vice President for University Relations
Colleen Flaherty Manchester, Associate Professor of Human Resource/Labor Studies, Carlson School of Management
Rhonda McFarland, Deputy Athletics Director & CFO, Department of Intercollegiate Athletics
Michele Morrissey, HR Director, Medical School
Kimberly Rosenfield, MBA Student, Professional Student Group
Julie Tonneson, Associate Vice President, University Budget & Finance

From: Joan T.A. Gabel, President

Subject: Finance & Operations Planning Work Group

Thank you for serving on the Finance & Operations Planning Work Group. Your critical charge is to advise me with financial and operational planning strategies to advance the University in the midst of the challenges posed by the COVID-19 pandemic. Thanks to Senior Vice President Brian Burnett and Interim Vice President Ken Horstman for providing leadership and to all of you for sharing your creativity and insights during this challenging time.

In light of uncertainty around the future, I suspect our work will come in phases. As an initial effort and in full recognition that this will evolve, I request that you prepare a preliminary set of recommendations by June 1, 2020, regarding the following:

- In light of the University's desire to retain its workforce, our greatest asset, how do we leverage existing and new tools and policies as the COVID-19 pandemic evolves over time?
- As a system, how do we leverage or renegotiate economies of scale (without additional obligations) to identify and capture savings?
- What are new ideas for cost saving measures across the institution?
- Where might the University consider outsourcing or insourcing to achieve greater revenue or institutional savings?

I ask that you consult with key stakeholders and invite other University leaders to participate in your conversations, as appropriate. In anticipation of some of the specific questions you are likely to explore, I

have already asked the following people to serve as consulting members who are available to you on an ad hoc basis:

- Michelle Behr, Chancellor, University of Minnesota Morris
- Brent Benrud, Associate General Counsel
- Shelly Carthen Watson, Associate General Counsel

Kate Stuckert in my office will provide staff support to the work group.

If you have any questions, please let me know. Thank you for your leadership and service to the University of Minnesota.

cc: Kate Stuckert, Senior Assistant to the President