

# UNIVERSITY OF MINNESOTA

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✓ 11/18  
November 16, 1993

TO: Dean Stephen Joseph  
FROM: Henry Blackburn  
RE: Strategic Planning Questionnaire

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I was most impressed with the Strategic Planning process -- up to and including the personal interview. The questionnaire interview, however, is one of the worst I have encountered. It simply pits "research people" against "non-research people", one element of the School against the other. It will clearly have a polarizing effect. The object of planning should be to recognize the strong elements we have in the School, and the weak ones that we need to bolster, and provide inducements to produce both better teachers and better researchers. The process should create more understanding, tolerance and support among the disciplines and among the different faculty views of public health. The questionnaire, I found, was designed and worded to no purpose than to take an anonymous vote along old and worn battle lines. So much for E Pluribus Unum.

/nmf

✓ bpc: R. Luepker