# Academic Health Center
## Office of Communications
### Service Guide

### Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are here to help</td>
<td></td>
</tr>
<tr>
<td>AHC Office of Communications staff list</td>
<td></td>
</tr>
<tr>
<td>AHC School and College communicators list</td>
<td></td>
</tr>
<tr>
<td>Media and public relations</td>
<td></td>
</tr>
<tr>
<td>Media and public relations checklist</td>
<td></td>
</tr>
<tr>
<td>Sample news releases</td>
<td></td>
</tr>
<tr>
<td>Print and electronic publications</td>
<td></td>
</tr>
<tr>
<td>Publication resources</td>
<td></td>
</tr>
<tr>
<td>Logo standards</td>
<td></td>
</tr>
<tr>
<td>Community relations</td>
<td></td>
</tr>
<tr>
<td>Community relations resources</td>
<td></td>
</tr>
<tr>
<td>Community relations checklist</td>
<td></td>
</tr>
<tr>
<td>External service organization</td>
<td></td>
</tr>
<tr>
<td>Marketing services</td>
<td></td>
</tr>
<tr>
<td>Video and web services</td>
<td></td>
</tr>
<tr>
<td>Administrative services</td>
<td></td>
</tr>
</tbody>
</table>
We are here to help

The service-oriented teams in the Academic Health Center Office of Communications are here to work with AHC faculty, staff, and students to communicate their news, their experiences, and their research. We do this in an appropriate and timely way among a variety of groups to advance their professional goals and promote our institutional reputation.

Through media relations, community relations, and print and electronic publications, we promote the vision and mission of the AHC on behalf of the University of Minnesota, and strive to strengthen the image of the University through the programs and work of the AHC.

The team provides strategic and day-to-day communications support. We work closely with communicators within AHC schools and colleges, centers and institutes, providing hands-on support, counsel, and even direction. In addition, we connect with communicators within University Relations, the UMAA, University foundations, and community organizations to ensure we use resources appropriately.

Contact the AHC Communications staff for help when you are:

- preparing to talk with a reporter
- ready to discuss a breakthrough or a brochure,
- organizing a celebration or other community event,
- planning a publication,
- revamping an ongoing publication,
- considering a change to the Web site,
- desiring a new logo, or
- assessing your communication plan.

In general, the more lead time we have to work with you on a project, the better the opportunity we’ll have to put together an approach that’s well thought out and achievable.

What follows is an overview of our areas of expertise, specific ways in which we can help you and your school or program, and guidelines for most effectively working with our team.

Mary Kappel

AHC Assistant Vice President for Public Affairs
Academic Health Center
Office of Communications Staff

Mary Koppel, assistant vice president for public affairs (612) 626-2767 phone
(612) 916-0412 cell/pager
koppe006@tc.umn.edu

Sarah Youngerman, associate director
national public relations (612) 624-4604
(651) 485-7171 cell/pager
syounger@umn.edu

Molly Portz, media relations manager (612) 625-2640
(612) 899-8799 pager
mportz@umn.edu

Jonell Rusinko, media relations associate (612) 624-5680
899-7471 pager
jrusinko@umn.edu

Sarah Buss, media relations assistant (612) 624-2449
(612) 899-8064 pager
buss@umn.edu

Mark Engebretson, electronic communications manager
(612) 626-3750
enge@umn.edu

Allison Campbell, publications manager (612) 624-9912
aac@umn.edu

Brenda Hudson, writer (612) 624-5680
bhudson@umn.edu

Mary Kenyon, community relations manager (612) 626-1987
mhk@umn.edu

Jemma Merrick, community relations associate (612) 626-7037
merri064@umn.edu

Becky Ewert, ESO marketing project manager (612) 624-8612
bewert@umn.edu

Barb Brown, communications manager (612) 625-8608
bab@umn.edu

Maureen Lally, administrative manager (612) 624-9619
m-lall@umn.edu

Susan Papanicolaou, executive assistant (612) 624-2450
papan003@umn.edu

Brent Engebretson, database coordinator (612) 624-9162
Academic Health Center
School and College Communicators

College of Pharmacy
Becky Lentz
(612) 624-7654 phone
(612) 527.1244 pager
lentz012@umn.edu

College of Veterinary Medicine
Jan Williams
(612) 624-6228 phone
willi320@umn.edu

Medical School
Deborah Zorn
(612) 625-1185 phone
schre038@umn.edu

School of Dentistry
Claudia Kanter
(612) 625-0402 phone
kante008@umn.edu

School of Medicine–Duluth
Dina Flaherty
(218) 726-6548 phone
dflahert@d.umn.edu

School of Nursing
Mary Pattock
(612) 624-0939 phone
patto017@umn.edu

School of Public Health
Diana Harvey
(612) 625-7134 phone
dharvey@umn.edu
AREAS OF EXPERTISE

Media and Public Relations

The AHC media and public relations team works with members of national, state, and local media to increase the AHC’s visibility and handle both proactive and reactive opportunities to enhance the AHC and the University’s image and reputation. The team:

- acts as a resource for journalists; for example, they identify those experts inside the AHC who can best serve as spokespeople on news items of the day;
- assists faculty and staff with media training, which helps spokespeople learn to work well with the media and ensure their message is used;
- identifies strategies to best communicate with external audiences about events and news items that enhance the reputation of the university and the AHC; and
- acts as a resource for other communicators within the AHC with media relations and external communications responsibilities.

In addition, by working closely with University News Service and Fairview public relations, the AHC Office of Communications ensures that media efforts are well-coordinated and build on existing relationships. The team also handles crisis communications for the AHC and for each school.

When an AHC media relations team member might contact you

We receive from 15 to 50 calls a week from the media seeking interviews or background information on a wide variety of health-related topics. We must respond quickly and assess the following questions:

- What is the story angle?
- Who else is the journalist interviewing?
- What is the deadline?
- Is the story sensitive enough to warrant more involvement than passing along a name?

In general, the AHC prefers to use appropriately trained and experienced faculty members, rather than public relations “spokespeople,” to handle media requests related to their area of
expertise. Those identified as expert sources might receive a call from a media relations team member.

**When you should contact a media relations team member**
While it’s clear that faculty and staff within the AHC have individual relationships with media—and this office has no interest in interfering with those—it is good practice to inform the public and media relations team whenever you’re aware of media contact. It helps us to know what is of current interest to the media and enables us to include any coverage in our media alerts.

**Contacts with national media**
All contacts with national media should be coordinated through the AHC’s media and public relations team. In addition, communication with Minnesota’s key health care reporters should be coordinated with the AHC office, because it is charged with developing trusting working relationships with the key reporters in the state.

**Key points to remember**
- Never feel obligated to answer a call from a reporter that has not been screened by media relations; we act as the liaison between journalists and the AHC community. The team is always able to return calls that come into your office or the office of one of your faculty members. Simply forward them to one of us.

- Also, when the AHC media and public relations team knows about calls from reporters, we can better track the impact AHC faculty are having on the news stories. Even if the interview is being done for background purposes, let us know.

- When a member of the AHC community will appear in a newspaper, radio, or television story, we would like to know, so that if possible we can alert University leadership and others in the AHC who have indicated they’re interested.

- A positive story in the newspaper, on the radio or aired on television has tremendous value to the AHC and the University. If you have an idea for a story that could be pitched locally or nationally, a possible news release, and so on, contact a media and public relations team member to discuss the idea. For insight into what makes a news story, see the attached media and public relations checklist, which follows.

**Crisis communications**
If there is an emergency or other unforeseen event that you believe will attract media attention, contact the University police or security, if appropriate, then contact the AHC communications office to report what you know about the incident. The AHC facilities cover such a large area that, unless we hear from you, we might not be aware of the issue or the potential media interest.
Media on campus
The AHC welcomes media to campus several times a week. An AHC staff person should accompany the reporter and/or crew while on campus. If a reporter is interested in talking with a patient or filming a patient, those patients will need to sign a consent form, which can be obtained from the AHC media and public relations team.

Major media organizations
The team has developed contacts or relationships with journalists at metro-area television stations, prominent journals, daily newspapers around the state, and key radio stations.

Other media
The team also might suggest when other media might be a better target for external communication.

- **Trade publications** welcome news and information about issues specific to the discipline or profession.

- **Minnesota weeklies** are most useful as a vehicle for communicating about public events, faculty honors and awards, graduates and their accomplishments, and also for reaching a targeted population such as seniors, minority groups and professional groups.

- **Issue-oriented publications** and neighborhood or community newspapers can be vehicles for messages aimed at a narrow group or issues that concern a passionate few.

- **University publications**, such as those produced by our publications team (see section that follows), are outlets for messages or stories relevant to the AHC or the wider U community.

Clipping service
We receive daily reports of media clips from *CompetitivEdge*, which are posted on the AHC Web site at [www.ahc.umn.edu/clips](http://www.ahc.umn.edu/clips) under News and Events: **AHC Newsmakers**. This database enables us to track media. Please login using your University of Minnesota e-mail password.
Media and Public Relations Checklist

1. **Define the story—is this news?**
   - What is your goal? Does the story advance your strategic goals?
   - Is this something the public needs to know, ought to know, or be interested to know? The answer helps determine your strategy.
   - Is the story timely? Can you offer expertise about a news item that is generating interest?
   - If we don't tell the story, who will?
   - Determine the potential for the story: local, state, or national media outlets.
   - Is there a visual element to your story?
   - In general, awards, promotions, honors, and grant announcements are not big news items, but they may be items for local or trade coverage.

2. **Spokesperson and message**
   - Choose spokespeople with stature, knowledge, and time.
   - Provide spokespeople background information and determine if they have interacted with the media before.
   - Identify the key message. Ask all the questions you can.
     - Include an anecdote – paint the picture for the public.
     - Use data to support conclusions.
   - Is there third-party support—outside the University—and what can they offer?

3. **Who are you trying to reach?**
   - Internal audiences
   - External audiences
   - Target populations (e.g., seniors, minority groups, etc.)

4. **What is the appropriate media?**
   - Match media with audience

5. **Define best delivery.**
   - What materials are needed?
   - Define mix of personal pitch and packaged material
   - Advance notice: Pre-pitch or exclusive
   - Delivery vehicles: press release, letter to the editor, opinion articles, talk shows, etc.

6. **Follow up.** Clips, corrections, reviews
SAMPLE

NEWS RELEASE
(AHC letterhead margins: 1.5 inch top, 1 inch on bottom, left & right)
For release or Embargo: Date, Time, C.D.T./C.S.T.

Who: {Insert faculty name and title, no phone number}
What:
When:
Contact: [contact name(s) and phone number(s) and/or pager as appropriate]

[HEADLINE (IN CAPS)]
[Subhead in italics and lower case]

MINNEAPOLIS / ST. PAUL (Month, #, 2002) — [Copy in Times New Roman 12 pt; copy will be space and a half and indent each paragraph.]
Second paragraph…(indent)

—more—
[Insert boilerplate language… The University of Minnesota [School/Center/Institute of XXXX] is part of Academic Health Center (AHC) — home to the University of Minnesota’s seven health professional schools and colleges as well as several health-related centers and institutes. Founded in 1851, the University is one of the oldest and largest land grant institutions in the country. The AHC mission is to prepare the new health professionals who improve the health of communities, discover and deliver new treatments and cures and strengthen the economy.

—end—

[As appropriate… Media Note: A photo of so-and-so is available in electronic format by contacting so-and-so at 612.62X-XXXX.]}
MINNEAPOLIS / ST. PAUL (Nov. 1, 2001)—Researchers at the University of Minnesota Stem Cell Institute (SCI) have demonstrated the isolation and expansion of cells derived from adult healthy human bone marrow have characteristics much like embryonic stem cells. These first time findings, published in the November 1 issue of Blood, suggest that these adult stem cells may be an ideal source of cells for therapy of degenerative or traumatic disorders such as osteoporosis, arthritis, and vascular problems, or for therapy of single gene disorders such as hemophilia, Hurler's disease or muscular dystrophy.

"Lab results clearly demonstrate the potential of adult bone marrow stem cells to differentiate beyond mesenchymal cells, into cells of the visceral mesodermal origin, such as endothelium," said Catherine Verfaillie, M.D., director, University of Minnesota Stem Cell Institute and author of the research. "Further, there is preliminary evidence that these adult stem cells may be capable of differentiating into nonmesodermal cells types, such as neurons, astrocytes, and oligodendrocytes."

The results describe for the first time the isolation and ex vivo culture of this adult stem cell population that can be expanded for more than 50 populations without obvious signs of differentiation or senescence (aging). Furthermore, the adult stem cell and can be readily transduced with retroviral vectors, which should aid in genetic correction of a patient's own stem cells and forgo the need for allogeneic cells .

"We are currently exploring the potential of adult stem cells to engraft long term," said Verfaillie. "If they can, adult stem cells may be a much better source of cells than hematopoetic stem cells (HSCs) for gene therapy of congenital disorders characterized by enzyme deficiencies.

—more—
"It is possible that while embryonic stem cells may have an even greater proliferation potential and live longer, adult stem cells come from the bone marrow of healthy donors irrespective of age and even allow an autologous source of stem cell for treatments such as gene therapy. Because adult stem cells can be selected and expanded under conditions that should be readily adaptable to production by clinical good manufacturing process and are easily transduced with retroviral vectors, they may be an ideal source of cells for therapy of a wide variety of diseases."

Verfaillie's research is also represented on the cover of the November 1 issue of Blood. The plenary paper and an editorial about her research can be found online at www.bloodjournal.org.

The objective of the Stem Cell Institute is to further our understanding of the potential of stem cells to improve human and animal health. The SCI is a part of the University of Minnesota's Academic Health Center and is an interdisciplinary center with member faculty representing a diverse group of University schools, colleges and centers. For online information about the University of Minnesota's Stem Cell Institute, go to www1.umn.edu/stemcell.

—end—
Authorization for Photography, Filming, or Interviewing

Name __________________________________________________________

Address ________________________________________________________

_________________________________________________________________

Home Phone _________________ Work Phone ______________________

Please check one of the following:

____ I hereby expressly grant the University of Minnesota the right to make, use and/or publish
information, photographs, or any other reproduction of my physical likeness for various
communications efforts such as pamphlets, booklets, video tapes, audiotapes, slide shows or
internet sites. In addition, I expressly grant this right to be used for educational, marketing, and/or
promotional information by the University of Minnesota for its professional communications,
public relations and public health information programs.

_________ (Initials)

____ I hereby expressly grant consent to be photographed, filmed and/or interviewed by a representative of

             (Media: name of newspaper, magazine, TV or radio station)

and to have information about my medical care released to same by my physician and or staff
member. I understand that the University of Minnesota shall not be responsible for media’s use of any
films, photographs or interviews, or of any patient information which I have consented to release.

The University of Minnesota may use resulting media coverage in its internal or external promotional
activities.

_________ (Initials)

Date ___________________   _______________ _______________

Signed

Witnessed (Name and Title)
AREAS OF EXPERTISE

Print and Electronic Publications

With the goals of communicating key stories and information and enhancing the image of the AHC and the University, the AHC publications team produces print and electronic communications designed for internal and selected external groups. The team:

- offers writing, editing, and publications consulting services;
- electronically communicates news, views, and other information to the AHC community;
- produces articles, brochures, and other print publications that reach broader or targeted audiences, such as opinion leaders or newspapers around the state;
- develops and supports the AHC Web site with links to AHC schools, colleges, centers, and institutes;
- advises on developing Web sites, in both look and content;
- advises on publications and brochures, as well as suggesting outside freelance writers, photographers, and designers;
- maintains an image library as a resource for AHC schools and colleges; and,
- provides direction on visual identity and logos.

Along with the materials we produce, the AHC publication and electronic communications team can help you plan and implement a publication or electronic communication to convey your story to the appropriate group. Team members also flexibly respond to immediate needs for published materials.

When an AHC print and electronic publications team member might contact you

In pursuing stories for *Pictures of Health, Points of Pride*, the electronic newsletter *News Capsules*, the electronic *AHC Calendar* or other communications, team members might contact you or your faculty, staff, or students by telephone, e-mail, or in person. The team member might want to discuss a possible story idea, propose an interview, or request details about an item that has been submitted.
When you should contact an AHC print and electronic publications team member

To foster community ties and understanding among all the members of the AHC community, as well as with the University and the wider community, we hope to hear from you when:

- faculty receive major research grants,
- faculty or students receive awards or recognition
- faculty publish major articles in journals or otherwise publicly release research results (we share with media relations team),
- programs change, whether it be by degrees awarded, minors added, or otherwise,
- staff are recognized for accomplishments,
- major events will be taking place,
- you have a story idea that is otherwise relevant to our AHC community or others, and
- you want to create a Web site.

Feature stories

In addition, the quarterly *Pictures of Health* presents opportunities to reach a group of opinion leaders in health care, business, academia, philanthropy, communities of color, and politics. As feature articles, these items tend to focus on human interest, improvements in education, community partnerships, the implications of research for improving health, and so on. The publications team is always eager to hear your ideas for stories for *Pictures of Health*.

Publication planning

The publications team also can help you figure out which type of print publication or electronic communication would be the most useful for your specific needs. The following is an outline of the kind of questions used in planning:

**What message do you want to communicate?**

**To whom do you wish to communicate it?**

- Internal groups, such as faculty or students
- Prospective students
- Supporters of your center or institute
- Members of the AHC or the U of M as a whole
- Those outside the U who support the work of the AHC
What is its intended life? Some news might deserve a short-lived treatment in the biweekly electronic News Capsules. A recruitment brochure, on the other hand, calls for a message and a design with potential to last a few years.

What sort of story is it? News or feature?

Details and logistics

- What is your deadline?
- How many pieces will you need?
- Should it be black-and-white, two-color, or four-color?
- Are you planning for something inexpensive or something elegant and glossy?

Do you need referrals to freelance writers, designers, photographers, and Web consultants?

We must emphasize the need for planning ahead of time when it comes to doing any kind of printed piece. To produce a publication typically takes eight to 12 weeks—or longer.

Print and electronic periodicals and publications

The AHC publications and electronic communications team plans, writes, edits, and supervises production or produces the following regularly appearing AHC periodicals, print publications, and electronic communications. To contribute story ideas, suggestions, or copy, call or write Mark Engebretson (626-3750, enge@umn.edu) or Allison Campbell (624-9912, aac@umn.edu).

AHC News

This electronic publication appears on the AHC Web site, www.ahc.umn.edu/news and contains current news releases from the Academic Health Center.

News Capsules

This is the AHC’s biweekly internal e-newsletter (www.ahc.umn.edu/capsules), featuring summaries of important news, upcoming events, faculty, staff, and student achievements, and clinical study opportunities. Faculty, staff, and students receive it by e-mail and it is also published online at www.ahc.umn.edu/capsules. Submit items for consideration by the Friday before publication.

Points of Pride

Points of Pride is a four-color poster celebrating the achievements of the AHC and of faculty in its schools, colleges, and interdisciplinary programs. The quarterly posters are displayed in public areas throughout the AHC and distributed to key opinion leaders and supporters. Please submit items concerning accomplishments, major
awards, research grants, projects, or openings for consideration on or about Aug. 30, Nov. 30, Feb. 28, and May 30.

**Pictures of Health**
*Pictures of Health* is a feature magazine for external audiences. It is published quarterly and sent to approximately 14,000 government, business, and community leaders, donors, and key alumni as well as University leaders. The mission of this publication is to showcase the value of the AHC’s achievements in research, education, and service to Minnesota’s opinion leaders. Always welcome are ideas for stories that put findings or studies into context; add a human dimension to the work of the health professions by involving faculty, staff, students, or patients; or explain an educational strategy or program.

**AHC Community Report**
A biennial publication that addresses the need for accountability to those who support us: the Legislature and the citizens of Minnesota. Essential financial figures are combined with snapshots of the kind of work done at the AHC, in research, education, and outreach, as we link with communities around the state.

**Health Talk and You**
A semi-monthly electronic and print publication, this 500-word column on a disease, prevention of a health problem, or another aspect of health care is bylined by an AHC expert. It is intended for publication in daily and weekly newspapers around the state, as well as newspapers for communities of color in the metropolitan area. We also post Health Talk and You on the AHC Web site [www.healthtalkandyou.com](http://www.healthtalkandyou.com), where we maintain an archive of past columns. A monthly Health Talk & You e-newsletter is sent to more than 1,000 friends of the AHC.

**AHC Calendar**
The AHC Calendar ([www.ahc.umn.edu/calendar](http://www.ahc.umn.edu/calendar)) lists events, lectures, and workshops open to faculty, staff, and students that are sponsored by AHC colleges, school, and interdisciplinary programs. An e-mail notification is sent weekly to AHC faculty, staff, and students with a link to the Web page containing the calendar. To submit an event, e-mail the time, date, location, and the contact person’s name and phone number to Brent Engebretson at engeb013@umn.edu. The deadline is 4:30 p.m. Thursday.
Publication Resources

Must-have resources:
For University publication standards,
www1.umn.edu/urelate/communications/
Marks of Excellence—usage of logos, wordmarks, and so on.
Publishing Standards, Web Publishing Guide, and

The one and only, official
University of Minnesota Style Guide
To ensure consistency in University communications, use this slim volume, available in the Minnesota Bookstore, or access it online:
www1.umn.edu/urelate/style/.

Associated Press Stylebook—to be used with U of M style guide

Webster’s Collegiate Dictionary is the University standard.

Academic Health Center Wordmark Guidelines
www.ahc.umn.edu/ahc_content/about/admin_units/communications/AHC_Service_Guide/AHC_Wordmarks_Guidelines.pdf

Academic Health Center Web Policy
www.ahc.umn.edu/about/admin/communications/ahcwebpolicy/

Images:
AHC Image Library—more than 500 electronic images of faculty and students are available online; call a member of the publications team for access. In addition, photographs are kept on file, too.

University Image Library
http://images.umn.edu/

Other helpful resources:
A Writer’s Reference, by Diana Hacker
Easy-to-use guide with tabs for composition, grammar, effective writing, punctuation, and word choice.

Elements of Style, Strunk & White
Classic on how to make writing simple, direct, effective, and engaging.

Bias Free Word Finder, by Rosalie Magia
How to identify and avoid using language that contains gender and racial biases

Recommended Software:
Page Layout: Quark Xpress, Adobe Pagemaker
Web Design Programs: Macromedia Dreamweaver or Adobe Go Live
Graphic Design: Adobe Photoshop, Adobe Illustrator
Other: Adobe Acrobat
Logo Standards

Logo standards are intended to ensure that materials produced by the schools, colleges, centers, and programs of the AHC read as part of the University of Minnesota. The goal is not necessarily to express sameness but to show consistency.

In 2003, the Academic Health Center developed a family of wordmarks for use by schools, colleges, departments, centers, and programs. To view the AHC Wordmark Guidelines, go to www.ahc.umn.edu/ahc_content/about/admin_units/communications/AHC_Service_Guide/AHC_Wordmarks_Guidelines.pdf

For details on use of the University of Minnesota wordmark and logos in printed material and on the Web, go to http://umn.edu/tc/marks.

Within the Academic Health Center, Web pages and publications that reflect the work of AHC-level programs should bear the AHC wordmark. For electronic versions, contact Brent Engebretson, engeb013@umn.edu, 4-9162.

A logo is not a brand per se, but it provides a visual identity that people associate with the brand, or the reputation of an institution. When considering a change to visual identity, whether logos, wordmarks, color palettes, or icons that will be used consistently, keep several principles in mind.

- Any new logo should look like it belongs to both the University of Minnesota and the AHC family of visual identities.
- Ways to unify visually include color—maroon and gold, of course—page design, typefaces, and similarities in logo design.
- A logo or wordmark should have lasting power; changing a department or school’s visual identity every few years confuses the community.
- In the same vein, a logo or wordmark should be tasteful as well as eye-catching.
- Consult with the AHC Communications office about your plans before proceeding; contact Allison Campbell, aac@umn.edu, 4-9912.
AREAS OF EXPERTISE

Community Relations

Through activities, events, presentations, and community visits, the AHC community relations team actively pursues opportunities that contribute to the community and also support the educational and research mission of the AHC while enhancing our institutional reputation. The community relations team also works to keep the outside community informed of AHC affairs. The team:

- coordinates such special programs as the Mini Medical School for interested members of the public and the Mini-Mini Medical School for policymakers, opinion leaders, and community members.

- produces high-profile public activities, such as screenings, demonstrations, and information provided during the Minnesota State Fair.

- coordinates such efforts as the AHC’s Ambassadors program as part of promoting grassroots communications on behalf of federal, state, and local public policy issues. The team also promotes knowledge of health education policy issues statewide.

- increases community awareness by planning and leading structured informational tours of AHC facilities. The community relations team and student representatives whom they’ve trained introduce the AHC to groups of school-age children, special visitors, and prospective students and faculty.

- plans and consults for special events that enhance the AHC community, such as gatherings that honor significant work of AHC faculty, staff, and students, building dedications and ground breakings, and significant school anniversaries.

- consults with schools, colleges, and centers on events.

Such activities require extensive planning and coordinating on the part of the community relations team. To complete a project, the team often collaborates with partners both inside and outside the University.

When the community relations team might contact you

Planning for all-AHC efforts like staffing the State Fair booth, setting up “residencies” during the Mini-Mini Medical School, or leading tours of potential health sciences students could require your input or help. The team might also get in touch when grassroots communication is needed for federal, state, or local public policy issues. And the team might call on your school, college, department, center, or institute for volunteer event help.
When you might contact the community relations team
The community relations team can help with the nitty-gritty of implementing events. First, however, before deciding to hold an event, answer the following questions:

- What is the purpose of the event? What are you trying to accomplish and why?
- Is an event the best way to communicate your purpose?
- If an event is not the best way to meet your goals, are there other communications tactics that would be?
- How will you measure success?

Once you have decided an event is the appropriate way to meet your goals, you can contact the community relations team for advice and guidance. A few helpful hints follow.

Event planning primer
BEFORE THE EVENT
- **Determine the event's goals.** Goals help determine the appropriate event to hold. In addition, concrete objectives will be the basis for evaluating your event later.
- **Create a planning committee.** Decide who will be responsible for organizing the overall event. Create a committee with a strong system of checks and balances and divide tasks. Once structure is in place, create a timeline and assign tasks.
- **Determine audience and scope of the event.** Some questions you might ask are: Who will be invited? Will it be a community event or internal to the university? Will spouses or families be included? Will it take place during or after business hours?
- **Pick a date and time.** Review the calendars of key speakers, key participants, and guest/s of honor (if any). Also make sure the event doesn’t conflict with other important University events.
- **Pick a location and check availability.** Among the questions you should ask are: What location will best serve your event? Do you need a formal setting or casual? Inside or out? If outdoors, what is the rain plan? Do you need special permits?
- **Develop a project budget.** Determine who will pay the bills. A departmental budget account? A foundation account? Will guests be charged to attend? Be sure to include costs of printing, mailing, rentals, gratuities, tax, and any outside services.
- **Logistics.** See the suggestions on choosing a site, caterer, and so on, that follow in Special Events tips and resources. In addition to location, the committee should discuss guest list, food, program, staging, attendance, security, physical requirements, banners, decorations, volunteer recruitment, handouts, coordinating speakers and other program participants, and so on.

- **Determine printed materials.** Will there be an invitation, program, or related publications? What will be the tone and design of each piece?

- **Develop publicity strategy.** Media releases to local and other relevant media for AHC events should be done through the media relations team. The media team can help develop a strategy for publications and other media outlets.

- **Arrange for photography.** Photographs document the event for publications and special guests.

**DAY OF THE EVENT**

- **Arrive early.** Volunteers and helpers should check in at their appointed times. Introduce participants to each other, make sure all supplies have arrived, equipment, tables, chairs, etc., are set up, and that all doors, parking lots, and restrooms are open.

- **Go over the day’s agenda.** Prioritize projects and make any necessary adjustments. Make sure everyone knows who to ask if they have questions. Assign more tasks, if needed.

- **Monitor** the event’s progress and shift volunteers accordingly.

- **Distribute evaluation forms.** Ask the attendees, if appropriate, to complete evaluation forms and return them to event volunteers. Candid feedback helps determine the event’s success.

- **Gather the volunteers for a debriefing session.** Thank the volunteers and event participants for their assistance. Review any unfinished tasks or complications.

**AFTER THE EVENT**

- **Send thank-you letters.** Let volunteers and speakers know they made a difference to your event. You also could include a photograph or a certificate of appreciation.

- **Publicize the project.** Write an article in your department’s newsletter to recognize your department’s contribution. Use a photograph.

- **Evaluate the success of the project.** Determine if the event met your original objectives and what you learned from the volunteer debriefing.
Special Events Tips and Resources

Selecting the facility
Try to schedule an appointment to tour a potential site at the same time of the day and on the same day of the week as your planned event. Be prepared to make notes so you can refer to the information later.

Take note of the parking situation—is it free? Is it near the entrance to the facility? Once inside, look at the general condition of the facility. Is it clean and well lit? Is it handicapped accessible? Is there enough space for tables and chairs for your guests as well as other tables and equipment, as needed? Are there adequate electrical outlets for audiovisual equipment? Is there an adjacent area where another event might be held simultaneously? If so, is the soundproofing between the rooms adequate? If there is another event, is there a separate entrance to the two areas? Is there a charge for the space? Is there a cancellation charge? Is a deposit required?

Ask the facility coordinator about the catering and alcoholic beverage policies. Are prices competitive? Are set-up and clean-up charges included? Will early set-up be allowed? What time does the space need to be vacated?

Once you’ve decided on a site, read the entire agreement carefully before you sign it. Be sure that all of the important details previously discussed with the facility coordinator are included in the agreement.

Selecting the caterer
Once you have the event date and time, event location, anticipated number of guests, and type of service, (i.e., buffet or sit-down meal), it is time to start calling caterers.

Ask for sample menus, but keep in mind that as caterers’ food differs greatly, so do their services. Some provide china with their catering package, others provide disposables. Some provide top and skirt for the dinner and buffet tables while others do not. Some include labor charges in a per-person cost while others have an additional charge for labor.

In addition to general information, you will also want to know if the caterer has served a group of this size before, what the ratio of servers to guests will be, and how the staff will be attired.

Once you have decided on a caterer and have selected the menu, be sure to lock in the event date and time with a contract that spells out all you’ve agreed upon.
Selecting entertainment
If you'd like to have a band or other live entertainment, decide what music is appropriate. Also check with the U of M School of Music, as its graduate students often are willing to play at events (for a fee). The musician's union is another good resource.

Be sure to explain your event and its date and time. Clearly state your expectations. For example, will they set up and tear down any equipment, play a specified number of sets with a specified number of breaks, and, if desired, provide taped background music during breaks? Be sure the facility can handle their electrical or amplification requirements.

Once you pick a group and agree on a cost, put your understanding into a written contract.

Selecting a photographer
Top-notch photographers do not come cheap. Don't sacrifice quality to save a few dollars; obtain the best photographer that your budget allows.

Looking at the photographer's albums should help you determine if his or her style will meet your expectations. Explain to the photographer the type of photos you want (formal, candid, or a mix) and ask what shots the photographer recommends. Be sure to specify the must-have photos you want to have taken.

Discuss the following with the photographer: Will you be charged for the number of shots taken plus any selected photos; the selected photo package; for time and number of shots; or some combination of these?
- Depending on the selected option, what will the total cost be and what exactly will it include?
- How many proofs do you get to view?
- Who keeps the negatives? If the photographer does, you will end up paying him or her each time you want a reprint.
- Does the photographer have the ability to archive the photos on a disc or CD?

Once you've decided on a photographer, be sure to include all the details in the contract.

Recommended resources:
Facilities
- McNamara Alumni Center, University of Minnesota Gateway (612) 625-8876
- Frederick R. Weisman Art Museum, University of Minnesota (612) 625-9494
- Coffman Memorial Union (re-opening Fall, 2002)
Catering
- Prom Catering (651) 501-8191
- D’Amico Catering at Gateway (612) 624-9838
- University Catering (612) 624-7173

Photography
- Richard Anderson (651) 298-9511

Table, Linen, and Chair Rental
- Aarcee Party and Tent Rental (612) 922-7233
- Apres Inc. (612) 942-3399

Decorations
- Andon Balloons (612) 866-0353
- T’n’T Balloon Production (612) 377-4011
- Sheffield’s Floral (612) 331-2127
- Bachman’s Floral (612) 861-7311

Banners
- Budget Sign/Graphics, (651) 645-2745

Publications
- Printing Services, University of Minnesota (612) 625-3324

Campus Mailings
- Addressing and Mailing, University of Minnesota (612) 626-0222

Campus Audio Visual
- University of Minnesota (612) 625-2528

Specialty/Personalized Gifts and Plaques
- Bragging Rights (651) 433-4637
- University of Minnesota Bookstore (612) 625-6000
- Awards of America (612) 721-2025

Campus Transportation and Parking
- Fleet Services, University of Minnesota (612) 625-3033
- Parking Services, University of Minnesota (612) 625-3433

Entertainment
- School of Music, University of Minnesota (612) 624-5740
- Twin Cities Musician’s Union (651) 646-7829
- Goldy Gopher, University of Minnesota (612) 624-4160
- Delightful Entertainment for Children (612) 894-1425
## EVENT CHECKLIST

<table>
<thead>
<tr>
<th>Event Title</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contact Person</th>
<th>Account Number to be Charged</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Budget</th>
<th>Proposal Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Approval Date (Approved by whom)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Attendance:</th>
<th>Total Expected Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guests</td>
<td></td>
</tr>
<tr>
<td>Staff</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time (Start time and approximate finish time)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Location</th>
<th>Rain Location (move inside bldg., tent, umbrellas, coat rack, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Location Reservation (Responsible Party)</th>
<th>Date Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Date Confirmed</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>*Location Cost</th>
<th>*Rain Location Cost (if different)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date Reported to College Calendar</th>
<th>Date Reported to Development Calendar</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Invitations: Designer</th>
<th>Printer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Master Guest List Person In Charge</th>
<th>Mailing Labels Person In Charge</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>*Invitations Cost</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Mail Date</td>
<td>Mailed By</td>
</tr>
<tr>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td>Number Mailed: Campus Mail</td>
<td>*Cost: Stamps</td>
</tr>
<tr>
<td>U.S. Mail</td>
<td>Federal Express</td>
</tr>
<tr>
<td>Federal Express</td>
<td></td>
</tr>
<tr>
<td>Printed Material: Promotional Material Designer</td>
<td>Date Promotional Material is to be Delivered</td>
</tr>
<tr>
<td>Printer</td>
<td></td>
</tr>
<tr>
<td>Date Each Needs Info.</td>
<td></td>
</tr>
<tr>
<td>Programs: Designer</td>
<td>Date Programs are to be Delivered</td>
</tr>
<tr>
<td>Printer</td>
<td></td>
</tr>
<tr>
<td>Date Each Needs Info.</td>
<td></td>
</tr>
<tr>
<td>*Cost of Promotional Materials</td>
<td>*Cost of Programs</td>
</tr>
<tr>
<td>Caterer</td>
<td>Delivery/Set-up Time</td>
</tr>
<tr>
<td>Caterer’s Special Needs (tables, etc.)</td>
<td>Kitchen Available</td>
</tr>
<tr>
<td>Menu: Special Dietary Needs (# of Vegetarian Plates)</td>
<td>Menu Approval Date</td>
</tr>
<tr>
<td>Rentals: Silver, China Glassware</td>
<td>*Total Cost of Rented Dinnerware</td>
</tr>
<tr>
<td>Alcohol: Beer</td>
<td>Wine</td>
</tr>
<tr>
<td>Permit application</td>
<td></td>
</tr>
<tr>
<td>Liquor: (Open Bar or Cash Bar) Who’s paying?</td>
<td>Who is responsible for Liquor? (If college is responsible, what needs to be provided?)</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>*Catering Cost: Total (including delivery, set-up, service and tax)</td>
<td>*Catering Cost: Per Person Cost</td>
</tr>
<tr>
<td>Linens: Person Providing Color/Print How Many</td>
<td>*Cost Per Linen *Total Cost</td>
</tr>
<tr>
<td>Florist</td>
<td>Delivery Time</td>
</tr>
<tr>
<td>Centerpieces: Number Description</td>
<td>Arrangements: Number Size Description</td>
</tr>
<tr>
<td>*Cost Per Centerpiece Cost Per Arrangement</td>
<td>*Total Cost for Flowers</td>
</tr>
<tr>
<td>Decorations Special Lighting</td>
<td>*Cost for Decorations Cost for Lighting Total Cost</td>
</tr>
<tr>
<td>Gifts for Guests or Honorees</td>
<td>*Per Gift Cost Total Gifts Cost</td>
</tr>
<tr>
<td>Entertainment</td>
<td>*Cost (include # of performing hours)</td>
</tr>
<tr>
<td>Tables:</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Number</td>
<td></td>
</tr>
<tr>
<td>Size</td>
<td></td>
</tr>
<tr>
<td>*Per Table Cost</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chairs:</th>
<th></th>
<th>Provider</th>
<th>Work Order Submission Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Type</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Per Chair Cost</td>
<td></td>
<td>*Total Cost</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Seating</th>
<th></th>
<th>Table Numbers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Chart/Seating Diagram</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nametags</td>
<td></td>
<td>Placecards</td>
<td></td>
</tr>
<tr>
<td>Calligrapher</td>
<td></td>
<td>*Total Calligraphy Cost</td>
<td></td>
</tr>
<tr>
<td>Stage</td>
<td></td>
<td>Submission Date for Work Order</td>
<td></td>
</tr>
<tr>
<td>Stage Skirt</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Podium</td>
<td></td>
<td>Submission Date for Work Order</td>
<td></td>
</tr>
<tr>
<td>Podium Banner and Light</td>
<td></td>
<td>Other Ceremonial Items</td>
<td></td>
</tr>
<tr>
<td>Electrical Needs</td>
<td></td>
<td>Submission Date for Work Order</td>
<td></td>
</tr>
<tr>
<td>Trash Cans</td>
<td></td>
<td>Specific Recycling Requests</td>
<td></td>
</tr>
<tr>
<td>Submission Date for Work Order</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audiovisual Equipment (microphone, overhead projector,</td>
<td></td>
<td>Video Recording</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Audio Recording</td>
<td></td>
</tr>
<tr>
<td>Item</td>
<td>Description</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Physical Plant or Rental Company Charges</td>
<td>*Audio/Visual Charges</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking (Lot)</td>
<td>Special Parking Needs (Keep Public Safety informed)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disabled Guests: Parking Shuttle</td>
<td>Golf Carts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation (to and from event) : Bus</td>
<td>Hotel Shuttle Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Van</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Transportation Costs</td>
<td>Rental Charges</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Hotel Reservations (include cost per room)</td>
<td>Number of Rooms Blocked</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Release Date</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Signs: Parking</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restrooms</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional Directional Signs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Post Info. On the College Web Page</td>
<td>Photographer (Date Confirmed on Calendar)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staffing: Greeters</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nametags</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coat Check</td>
<td>(Times and Staff)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>-------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Table Hosts</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Briefings should Include:</th>
<th>Dates Sent:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person in Charge</td>
<td>Staff Workers</td>
</tr>
<tr>
<td>Emergency Numbers</td>
<td></td>
</tr>
<tr>
<td>Event Schedule</td>
<td></td>
</tr>
<tr>
<td>Program Flow</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Post Event: Thank-you’s</th>
<th>Event Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date Mailed</td>
<td></td>
</tr>
</tbody>
</table>

*CHARGES THAT MUST BE CONSIDERED IN FIGURING TOTAL COST.*
AREAS OF EXPERTISE
Marketing External Service Organization

The AHC Office of Communications' Marketing External Service Organization (ESO) has three goals: to make the process of identifying, developing, and executing strategic marketing activities more efficient and less time-consuming for our colleagues who are our clients; to drive revenue and volume for AHC services; and, to create a unified, consistent image and identity that will increase recognition and awareness of the schools and colleges within the AHC and their association with the University of Minnesota. The marketing team:

- Offers consultative services to schools and colleges working through brand-related issues, such as logo and wordmark creation, strategic positioning, and style guidelines.

- Provides consultative services on marketing ideas and opportunities, communication objectives, key messages, and target audiences for key marketing activities.

- Is a resource for all marketing research needs, including: developing research objectives, questionnaire development, focus group facilitation, and research analysis. The marketing team also will manage the gathering of respondent lists, data collection, and data tabulation with research vendors.

- Manages the creative development and execution of brochures, collateral, posters, print advertising, admissions materials, displays, and so forth, to ensure consistency in marketing materials within the AHC schools and colleges.

- Coordinates consistency in communication messages between schools and colleges and the AHC Office of Communications, enhancing the impact of the marketing efforts.

- Acts as a partner in managing relationships with writers, artists, designers, and printers to ensure accurate execution of the creative vision.

In addition, by working closely with colleagues throughout the U, including University Relations, the marketing team ensures that marketing activities developed for the schools and colleges within the AHC, as well as University of Minnesota Physicians and other partners, meet the guidelines and standards set in place for the University of Minnesota, continually building on the history, recognition, and respect of the University as a whole.
With understanding of your needs, the marketing team can bring a concept to reality in a timely fashion. Consultations are free of charge; work is carried out on a fee-for-service basis.

**When a marketing ESO team member might contact you**
A marketing ESO team member is here to make work easier for colleagues. A team member may contact you to gain a better understanding of what is currently being done to market your school, college, department, center, or program, as well as to discuss ideas and opportunities for marketing.

**When you should contact a marketing ESO team member**
To continue to build a stronger presence in the community, we want to hear from you when:

- You would like to conduct a communications audit
- You want assistance in developing a marketing communications plan
- You want to develop a distinctive position, or refine your current position and key messages
- You want your “market” to know of your services
- You are interested in conducting research that is image or communications-related
- You are thinking of creating and/or revising the following materials:
  - Wordmarks or Logos
  - Style Guidelines
  - Brochures or Information Pieces
  - Trade Show Materials and Displays
  - Admissions Materials
  - Viewbooks or Bulletins
  - Print Advertisements and Placement

**Marketing Planning**
The marketing ESO team is here to assist AHC and University colleagues in determining what marketing activities will help to most effectively and efficiently achieve desired outcomes. Questions to be answered include:

- What is your objective?
- Who is/are your targeted audience(s)?
- What message(s) do you want to communicate?
- What is the intended life of the plan/piece?
- What is your deadline?
- If pertinent, how many pieces/copies will you need?

Depending upon the marketing activity, are most effective when we have at least a 4-week length of time between planning and delivery of marketing activity.
**Video and Web Services**

The video services team is a unit of the AHC Office of Communications. On a fee-for-service basis, the video team consults with faculty, staff, and students on potential projects, then scripts, tapes, and edits productions for the chosen audiences. The video team also uses outside vendors, when needed, for some of these tasks. Outside vendors are used for Web casts.

One of the team’s past productions was “Health Talk & You,” which was broadcast on public television. The show helped to explain to a mass audience the breakthroughs in fighting disease and growing understanding about health being developed through work in the University AHC.

Communications and the AHC Administrative Information Systems office can assist in updating your Web presence. The AHC Office of Communications has design templates and a content management system available for AHC units to use for their Web sites. The Web team works in cooperation with AHC IS.

The Web team is also available to consult on Web projects and maintains an electronic image library that is available to AHC units for print and Web use.
AREAS OF EXPERTISE

Administrative Services

The AHC Administrative team facilitates database management for the AHC Office of Communications. When you wish to reach a specific audience with a targeted message, contact the administrative team. Addresses, phone numbers, and, in some cases, e-mail addresses for members of many groups—the Minnesota Legislature, the AHC Faculty Assembly, and the media—are kept up to date on mailing lists maintained by the team.

The Administrative team maintains a database of about 14,000 names, which includes business and opinion leaders, legislators, city, state, and county officials. It also maintains lists for several educational, community, and health care organizations.

Mailing list categories include:

- AHC lists, with the Raptor Center board, the CHIP council, and more;
- Higher education, with the MnSCU board, AAMC-Medical School Deans, and more;
- Government, with Minnesota’s Congressional delegation, the Minnesota Department of Health, and more;
- Health and science organizations, with the Minnesota Dental Association, Minnesota Pharmacists Association, and more; and
- Community organizations, with the Citizens League board, the Indian Affairs Council, and more.

The team can provide lists electronically to you in an Excel or text format. A two-day turnaround time is required for formatting the lists.

For detailed information about other AHC lists or the AHC database, contact Brent Engebretson, database coordinator, (612) 624-9162, engeb013@umn.edu.