2016-17 Work Plan
Eric W. Kaler, President
University of Minnesota

This year’s work plan incorporates University Progress Card goals, which the Board of Regents adopted in 2016.

GOALS

✓ Build a compelling case and articulate how the University will serve the State of Minnesota and fulfill our land-grant mission in the 21st Century

✓ Strengthen the University’s reputation, academic quality and student experience

✓ Improve the stature and reputation of our Academic Health Center

STRATEGIES

Goal 1: Build a compelling case and articulate how the University will serve the State of Minnesota and fulfill our land-grant mission in the 21st Century

Complete a system-wide strategic plan that knits together the plans from each of our distinctive campuses and extends the “Grand Challenges” vision

• Charge a system-wide strategic planning workgroup
• Develop a process and timeline that engages each campus and all communities
• Engage and educate internal and external stakeholders from throughout the University community
• Continue to advance the strategies and goals of the current campus strategic plans
• Incorporate the University of Minnesota Progress Card measures into the elements of the strategic plan

Advance and effectively advocate for an inspirational 2017 biennial legislative and capital request that promotes excellence at the University

• Develop a legislative request that advances our mission by securing additional support for students, breakthrough research and core operating costs
• Implement a comprehensive advocacy strategy to educate and activate key internal and external stakeholders in support of the request
• Implement a multi-pronged communications strategy to make the case for the University’s needs with legislators and the public
• Advance a compelling capital investment request to meet strategic academic infrastructure needs system-wide

**Enhance enrollment and affordability for Minnesota resident undergraduate students on all campuses**

• Maintain new Minnesota high school graduate enrollment at 70%, consistent with the Progress Card goal
• Maintain yield of Minnesota high school graduates who elect to attend college in Minnesota and enroll at the University at 16%, consistent with Progress Card goal
• Ensure that the median undergraduate debt at graduation on all campuses grows no faster than CPI, consistent with Progress Card goal
• Increase institutional gift aid for students, consistent with achieving the Progress Card goal of $275 million by 2021

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**Goal 2: Strengthen the University’s reputation, academic quality, and student experience**

**Promote academic excellence and timely completion**

• Improve 4- and 6-year graduation rates towards goals for each campus articulated on the Progress Card
• Maintain the average ACT for Twin Cities campus first-year students above 28, consistent with the Progress Card goal
• Improve the 3-year graduation rate for transfer students on the Twin Cities campus, consistent with achieving the Progress Card goal of greater than 65% by 2021
• Maintain the University’s rank within the top 10 for faculty awards among public institutions, consistent with Progress Card goals
• Promote and support faculty scholarship to maintain the average number of citations per faculty member at above 125, consistent with the Progress Card goal
• Promote student academic success through application for prestigious scholarships and make progress towards the Progress Card goal of 80 such scholarships being awarded by 2021
• Advance the University’s unique role in graduate education in the state by increasing the number of graduate degrees awarded, consistent with the Progress Card goal of graduating more than 5,250 graduate students annually
• Maintain gains in the graduation success rate for Intercollegiate Athletics on the Twin Cities Campus, consistent with the Progress Card goal

• Advance discussions and activity on the Twin Cities campus related to liberal education requirement revisions, academic program reviews and the curriculum committee

**Advance the University’s land grant and research mission in service to the state, nation and world**

• Identify and launch the initial Grand Challenge research initiatives

• Facilitate and promote trans- and inter-disciplinary collaboration and serendipitous encounters between faculty and researchers

• Secure additional MnDRIVE funding to advance Minnesota’s economy by solving critical issues facing the state

• Maintain the University’s national public research institution ranking within the top 10, consistent with the Progress Card goal

• Increase the number of MN-IP disclosures by 10%, consistent with the Progress Card goal

• Maintain investment in advancing the University’s land grant mission through public service, consistent with the Progress Card goal

**Further strengthen the student experience for all students**

• Continue to advance significant and impactful campus climate initiatives to promote equity, diversity and welcoming, respectful campuses

• Increase diversity among faculty, staff and students through innovative and effective recruiting and retention initiatives

• Support the University of Minnesota Police Department and University Services in working with the campus community, city and neighborhoods to reduce crime and promote public safety

• Advance student mental health through a new joint task force with the faculty and additional new investments

• Improve student housing through renewal and implementation of new policies and housing strategies — such as master leasing — on the Twin Cities campus

• Support a strategic planning process for Athletics to strengthen participation, competition and revenues
Be an effective voice for the U in state, national and international dialogues about higher education

• Through leadership as chair of the NCAA Division I Board of Directors, promote student-athlete welfare and reforms to maintain amateurism and excellence in college athletics, while promoting Title IX and gender equity

• Participate in key initiatives through the American Association of Universities and the Association of Public Land-grant Universities to highlight the value and impact of public, land grant, research universities, such as the University of Minnesota

• Be accessible, transparent and forceful as an advocate for the University of Minnesota in a range of forums, including local and statewide media, speaking engagements and community visits

• Continue service on the Homeland Security Academic Advisory Council and advocate for investments in campus and research security

Secure private resources to advance the University’s mission

• Continue to invest 25-30% of the President’s and Mrs. Kaler’s time in philanthropy

• Complete at least five regional visits and an international trip focused on raising private philanthropy

• Continue to shape the case for private philanthropy in partnership with the University of Minnesota Foundation

• Continue to support Alumni Association and campus efforts to strengthen alumni engagement

Build a more effective and efficient organization

• Recruit and appoint new senior leaders and deans, ensure a smooth transition for each through effective onboarding, and build a cohesive senior administrative and academic leadership team

• Focus on being the employer of choice for faculty and staff by building on the employee engagement surveys and making policy changes to ensure the University is competitive among peers and within markets

• Advance a culture of compliance and effective risk management through ongoing enhancements to our human participant protections, and implementation of recommendations to advance compliance and ethics

• Continue progress on reducing administrative costs towards the goal of $90 million by fiscal year 2019

• Continue to decrease expenditures on leadership and oversight relative to expenditures on mission and mission-support activities, consistent with the Progress Card goal

• Maintain the University's Aa1 credit rating, per Board policy and Progress Card goal
• Continue to decrease over time the gross square footage of real estate in poor or critical condition, consistent with the Progress Card goal

• Continue to reduce greenhouse gas emissions, consistent with the Progress Card goal of a 50% reduction from 2008 by 2021

**Goal 3: Improve the stature and reputation of our Academic Health Center**

*Fully implement the Medical Discovery Teams*

• Continue to recruit nationally for high impact leaders for each team

• Support team leads in recruiting additional investigators and in funding and development opportunities

• Support and promote the work of MDTs internally and externally

*Support University of Minnesota Physicians in completing a strategic planning process, including a review of clinical partnerships*

• Continue collaboration with Fairview, consistent with the affiliation agreement and strive to improve as needed

• Ensure the University participates in the hiring of a new Fairview Health Services CEO

*Ensure our health sciences effectively serve the State of Minnesota and are nation leading*

• Grow enrollments in nursing, pharmacy and dentistry, all of which are high-demand workforce needs in Minnesota, consistent with the Progress Card goal of enrollment greater than 2,100 by 2021

• Grow enrollments overall in the Academic Health Center schools and the AHC Center for Allied Health to reach Progress Card goal of greater than 6,350 by 2021

• Improve in NIH funding rankings, consistent with the Progress Card goal of being in the top 20 by 2021

• Support the Academic Health Center in developing a strong Clinical and Translational Science Institute and a strong Clinical and Translational Science Award renewal application