Update on Systemwide Strategic Planning: Phase 3
Systemwide Strategic Plan

Phase 3:
Fall 2019-Spring 2020
Consultation with senior leaders, faculty, staff, and student governance bodies, and key stakeholders

Phase 1:
2016-17
Led by Vice Provost Rebecca Ropers and then-Chancellor Stephen Lehmkuhle

Phase 2:
2017-18
The Board of Regents identified five areas of Systemwide Strategic Plan: Teaching & Learning, Research & Discovery, Outreach & Public Service, Medicine & Health, Supporting the Mission

Systemwide Strategic Framework
Adopted by the Board of Regents, marking the end of the first phase of strategic planning

Board of Regents discussed Systemwide Strategic Priorities for 2018-19

Phase 3 consultations begin with senior leaders, chancellors, faculty, staff, and student leadership

President provides the Board of Regents a timeline for Systemwide Strategic Planning

Morris campus consultation: Sept 23-24

Crookston campus consultation: Nov 6-7

President presents strategic goals to the Board of Regents in February

President presents strategic commitments to the Board of Regents in December

President provides the Board of Regents updates in March

Transition to alternative learning; Governor’s “Stay at Home” declaration; University emergency declaration

Board of Regents Review

Board of Regents Action

Jun 2020

May 2020

Feb 2020

Dec 2019

Nov 2019

Oct 2019

Sep 2019

Jul-Aug 2019

Sept 2018

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Board of Regents Review

Board of Regents Action
Our Commitments

- **Student Success**: Meeting all students where they are and maximizing their skills, potential, and well-being in a rapidly changing world.

- **Discovery, Innovation, & Impact**: Channeling curiosity, investing in discovery to cultivate possibility, and innovating solutions while elevating Minnesota and society as a whole.

- **MNtersections**: Inspired by Minnesota to improve people and places at world-class levels.

- **Community & Belonging**: Fostering a welcoming community that values belonging, equity, diversity, and dignity in people and ideas.

- **Fiscal Stewardship**: Stewarding resources to promote access, efficiency, trust, and collaboration with the state, students, faculty, staff, and partners.
IS/WILL BE

• Specific & measurable
• Clear w/distinct goals and action items
• A guidepost for what kind of institution we want to be
• Adaptable to changing circumstances

ISN’T

• Detailed playbook that provides an answer to every potential decision
Commitment 1: Student Success

1) Attract, educate, and graduate students who represent the diversity, talent, workforce, and citizenship needs of the future.

2) Enhance student experience, wellness, and success.

3) Increase innovative and high-quality educational offerings across modes of delivery to reach students where they are.
Commitment 1: Student Success

GOAL 1
Attract, educate, and graduate students who represent the diversity, talent, workforce, and citizenship needs of the future.

ACTION
• Establish comprehensive systemwide strategic enrollment management strategy.

• Improve retention and graduation rates while closing gaps.

• Expand scholarship opportunities.
Commitment 1: Student Success

GOAL 2
Enhance student experience, wellness, and success.

ACTION
- Establish systemwide mental health initiative.
- Strengthen career readiness and placement for all students.
- Implement a holistic approach to student wellness.
Commitment 1: Student Success

**GOAL 3**

Increase innovative and high-quality educational offerings across modes of delivery to reach students where they are.

**ACTION**

- Develop innovative, coordinated, and scaled systemwide distributed learning models that increase access and meet workforce needs.

- Establish greater academic calendar flexibility to increase student engagement and year-round access.

- Enhance the quality and support for educational offerings.
Commitment 2: Discovery, Innovation & Impact

GOALS

1) Increase high-impact discovery and scholarship.

2) Drive creativity, collaboration, and entrepreneurial spirit.

3) Engage and impact Minnesota at world-class levels.
Commitment 2: Discovery, Innovation & Impact

GOAL 1

Increase high-impact discovery and scholarship.

ACTION

• Prioritize research opportunities for all students.

• Increase year over year funding growth for research and industry-sponsored awards.

• Advance career outcomes for graduate students and post-docs.
Commitment 2: Discovery, Innovation & Impact

GOAL 2
Cultivate creativity, collaboration, and entrepreneurial spirit.

ACTION
• Enhance opportunities for new businesses and start-ups, corporate partnerships, and technology commercialization.
• Increase multidisciplinary opportunities in research and curriculum.
• Advance the arts and humanities through strategic collaborations.
Commitment 2: Discovery, Innovation & Impact

GOAL 3
Engage and impact Minnesota at world-class levels.

ACTION
- Elevate national and international profile and standing while addressing societal needs.
- Enhance Carnegie Community Engagement designation across system, and measure and expand outreach and engagement.
- Increase MnDRIVE partnership funding.
Commitment 3: MNtersections

GOALS

1) Drive innovation for next-generation health.
2) Build a fully sustainable future.
3) Advance natural resources and agro-food systems to elevate human security and potential.
Commitment 3: MNtersections

GOAL 1
Drive innovation for next-generation health.

ACTION
• Increase collaborations to serve as a model in health education, clinical training, and new models of care.

• Deepen impact in core areas of strength.

• Serve as a destination practice for leading delivery models.
Commitment 3: MNtersections

GOAL 2
Build a fully sustainable future.

ACTION
• Demonstrate state and worldwide leadership in sustainability and environmental teaching, research, and convening power.
• Establish system leadership and governance coordination for sustainability initiatives.
• Develop next-generation systemwide Climate Action Plan for 2030.
Commitment 3: MNtersections

GOAL 3

Advance natural resources and agro-food systems to elevate human security and potential.

ACTION

• Develop and deploy new techniques and partnerships for smart farming and sustainable food supplies, and natural resources.

• Expand, develop and retain agricultural and food system talent in rural communities and agribusiness.

• Enhance Extension’s impact and reach.
Commitment 4: Community & Belonging

GOALS

1) Recruit and retain diverse talent.

2) Cultivate a welcoming and inclusive campus climate.

3) Advance understanding and nurture enduring partnerships.
Commitment 4: Community & Belonging

GOAL 1
Recruit and retain diverse talent.

ACTION
- Recruit diverse students, faculty, and staff.
- Retain diverse students, faculty, and staff.
- Reduce disparities among underrepresented groups.
Commitment 4: Community & Belonging

GOAL 2

Cultivate a welcoming and inclusive campus climate.

ACTION

• Measure and address annual climate survey data.

• Increase job satisfaction.

• Develop education and training to increase intercultural competency and interactional diversity.
Goal 3: Advance understanding and nurture enduring partnerships.

Action:

- Advance deeper understanding of institutional history.
- Strengthen collaborative relations with Tribal Nations.
- Drive mutually beneficial relationships with underserved local communities, as well as with strategic partners to enhance society and access to higher education.
Commitment 5: Fiscal Stewardship

GOALS

1) Reduce financial barriers to student achievement.

2) Align revenue with forward-thinking mission fulfillment.

3) Build comprehensive long-range capital facilities and land-holding strategies to drive strategic growth.

4) Re-envision risk management and safety.
Commitment 5: Fiscal Stewardship

GOAL 1
Reduce financial barriers to student achievement.

ACTION
• Reduce student debt.
• Increase on-campus employment opportunities for all students.
• Establish a systemwide tuition-free program for low-income families.
Commitment 5: Fiscal Stewardship

GOAL 2
Align revenue with forward-thinking mission fulfillment.

ACTION
- Establish leading-edge tuition and pricing model.
- Define and establish an administrative cost benchmark.
- Identify and maximize non-state support, including new revenue opportunities aligned to institutional goals.
Commitment 5: Fiscal Stewardship

GOAL 3

Build comprehensive long-range capital facilities and land-holding strategies to drive strategic growth.

ACTION

• Establish new long-term physical master plan for each campus that serves our community and is updated regularly.

• Advance innovative financing to support long term strategic objectives.

• Establish land retention, acquisition, and use strategy.
Commitment 5: Fiscal Stewardship

GOAL 4
Re-envision risk management and safety.

ACTIONS
• Improve risk management through innovative technology and processes.
• Assess and improve campus safety protocols and organizational structure.
• Engage in continuous improvement practices to promote efficiency in all aspects of operations.