This year’s Work Plan, in consultation with the Board of Regents, incorporates University Progress Card goals, which the Board adopted in 2017.

GOALS

✓ Using a wide range of tactics, preserve and enhance the University’s academic excellence and reputation.

✓ Drive the impact of the University's land-grant mission through access, inclusion and student success, with an emphasis on building pipelines system-wide to attract prospective students from underrepresented groups, including those from Greater Minnesota.

✓ Achieve the longstanding vision for integrated academic medicine, building the future structure of our Health Sciences enterprise and its partnerships, and work diligently to improve the reputation of our Medical School.

✓ Complete system-wide strategic plan that incorporates an academic program investment strategy and long-term financial framework, with a thorough examination of all we do, while maintaining our national and global excellence.

✓ Increase private and public support for the University's mission, with an emphasis on energizing a major philanthropic campaign to help secure long-term funding support for students, faculty and key programs across the University system.
STRATEGIES

Goal 1: Preserve and enhance the University’s academic excellence and reputation.

- With the rejuvenation of University Relations, continue to build on our strong public relations efforts that help to best positively position the University among Minnesota citizens and opinion leaders.
- Ensure that crisis communications planning and issues management development is constantly underway, with leadership coming from our University Relations unit.
- Increase the quality and effectiveness of interaction with members of the Board of Regents, all with the goal of strengthening the University’s reputation.
- In an uncertain federal funding environment, work to increase research grants and funding, and maintain our comprehensive Top Ten ranking among public research universities as determined by the Center for Measuring University Performance.
- Broaden and strengthen the network of opinion leaders by increasing the number of recipients of the President’s Opinion Leader email communications, with a special emphasis on Greater Minnesota cohorts of opinion and community leaders.
- Deliver a series of major speeches around the state in key media markets and legislative districts — with an emphasis on Greater Minnesota — to present compelling stories about the University, the realities of our budget, and an inspirational vision of the University’s impact on the state and its people.
- Partner with the Board of Regents and individual Regents in public appearances and forums on the future of the University.
- Consistent with key Progress Card goals, deliver on our strong record of student and faculty excellence.
Goal 2: Drive the impact of the University’s land-grant mission through access, inclusion and student success, with an emphasis on building pipelines to attract prospective students from underrepresented groups, including those from Greater Minnesota.

- 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 for those with debt on all campuses grows no faster than CPI, consistent with Progress Card goal.
- Commit resources to CORE 2025 program and to Greater Minnesota student recruiting.
- Commit recruiting resources to campuses and schools and colleges to better attract underrepresented groups, including those from Greater Minnesota.
- Engage internal and external stakeholders from throughout the University community and among our key partners to build pipelines for underrepresented cohorts of prospective students.
- Increase institutional gift aid for students, consistent with achieving the Progress Card goal of $275 million by 2021.

Goal 3: Achieve the longstanding vision for integrated academic medicine by enhancing the impact of all of our health sciences through interprofessional education and interdisciplinary research and while working diligently to improve the reputation of the Medical School.

- Take meaningful steps to build a truly academic health system that supports innovative clinical practice, research and education.
- Include academic physician leadership in any clinical partnerships, and provide adequate training opportunities, increased clinical research opportunities, and increased academic support to the Medical School.
- Secure a final resolution in a new partnership with Children’s Minnesota.
- Improve UMP function and management, with a key factor the recruitment and hiring of a new, dynamic UMP CEO.
- Work closely to address UCare governance and ensure UCare continues to benefit University’s mission.
- Continue to implement the Medical Discovery Teams, and recruit nationally for high impact leaders for each team.
- Secure funding to support the recruitment and infrastructure necessary to improve the Medical School’s NIH funding rankings.
Goal 4: Complete system-wide strategic plan that incorporates an academic program investment strategy and long-term financial framework, with a thorough examination of all we do, while still maintaining our national and global excellence.

- Build on the work of the System-Wide Framework completed last academic year and begin implementation of identified key issues, such as enrollment management and online education.
- Charge key leaders system-wide to thoroughly study all campuses, colleges, and operational business units, assessing their relevance and academic value for our 21st Century land-grant University.
- Charge those leaders to make recommendations to the President to complete a final system-wide strategic plan in place by September 2018.
- Continue to examine all forms of revenue, including tuition structure or resident and non-resident students.
- Work with senior leadership and all units of the University to develop a long-range financial plan that preserves our excellence while demonstrating spending discipline in some areas while investing in others, particularly research and the Medical School.
- Actively lead and clearly direct the system-wide strategic planning effort, deploying the skills of my talented and newly-formed Cabinet while asserting my priorities and vision.

Goal 5: Increase private and public support for the University’s mission, with an emphasis on energizing a major philanthropic campaign to help secure long-term funding support for students, faculty and key programs across the University system.

- Work tirelessly as the University launches an ambitious and historic philanthropic campaign that demands relationship building, telling the University’s compelling and inspirational stories.
- Travel nationally and internationally to engage with prospective donors, individually and in groups.
- Improve the University’s relationships with the Legislature to help better prioritize the focus of our legislative request.
- Emphasize the excellence of our University today and the power of philanthropy to move us from very good to indisputably great.
- Tell stories about the potential of our students, the discoveries of our faculty, and the strength of our many academic and student support programs.