

UNIVERSITY OF MINNESOTA SYSTEM-WIDE STRATEGIC PLAN

(Draft - April 2, 2017)

Grounded in the University's mission and guiding principles, the system-wide strategic plan states a purpose and theory of action, followed by the strategic intentions that will allow the University to accomplish its purpose and enact its theory of action. The plan details how we can build the capacity of our system to achieve the strategic intentions outlined, and recommends specific next steps to implement and further develop this plan.

UNIVERSITY MISSION

The University of Minnesota (University), founded in the belief that all people are enriched by understanding, is dedicated to the advancement of learning and the search for truth; to the sharing of this knowledge through education for a diverse community; and to the application of this knowledge to benefit the people of the state, the nation, and the world. The University's mission, carried out on multiple campuses and throughout the state, is threefold:

§ **Research and Discovery** - To generate and preserve knowledge, understanding, and creativity by conducting high-quality research, scholarship, and artistic activity that benefit students, scholars, and communities across the state, the nation, and the world.

§ **Teaching and Learning** - To share that knowledge, understanding, and creativity by providing a broad range of educational programs in a strong and diverse community of learners and teachers, and prepare graduate, professional, and undergraduate students, as well as non-degree seeking students interested in continuing education and lifelong learning, for active roles in a multiracial and multicultural world.

§ **Outreach and Public Service** - To extend, apply, and exchange knowledge between the University and society by applying scholarly expertise to community problems, by helping organizations and individuals respond to their changing environments, and by making the knowledge and resources created and preserved at the University accessible to the citizens of the state, the nation, and the world.

GUIDING PRINCIPLES

In all of its activities, the University strives to sustain an open exchange of ideas in an environment that:

- Embodies the values of academic freedom, responsibility, integrity, and cooperation
- Provides an atmosphere of mutual respect, free from racism, sexism and other forms of prejudice and intolerance
- Assists individuals, institutions, and communities in responding to a continuously changing world
- Is conscious of and responsive to the needs of the many communities it is committed to serving
- Creates and supports partnerships within the University, with other educational systems and institutions, and with communities to achieve common goals
- Inspires, sets high expectations for, and empowers the individuals within its community

[Adopted by Board of Regents: January 14, 1994, Amended: February 8, 2008]

PURPOSE OF THE SYSTEM

The distinctiveness of our campuses and the comprehensive and distributed nature of our system allow the University of Minnesota to be greater than the sum of its parts. As a system, the University of Minnesota will connect and leverage its distinctive statewide resources to provide outstanding education, conduct and disseminate globally significant research, and offer extension and outreach programming that enhances the quality of life in Minnesota, the nation, and the world.

THEORY OF ACTION FOR THE SYSTEM

IF WE...	THEN WE WILL...	AND...	AND...	LEADING TO...
Recognize the University of Minnesota's unique role in the State as "the primary state supported academic agency for research and extension services"* AND value the distinctiveness of our campuses and comprehensive and distributed nature of our System.	Invest in each campus and its units so they can excel in their areas of unique strength	Develop stronger collaborations and minimize internal competition	Advance excellence in research and discovery, teaching and learning, and outreach and public service	A system that connects its distinctive statewide resources to provide outstanding education, conduct and disseminate globally significant research, and offer extension and outreach programming to enhance the quality of life in Minnesota, the nation, and the world.

* 2016 Minnesota Statute 135A.052 Postsecondary Missions.

STRATEGIC INTENTIONS

As a System, the University of Minnesota has extensive resources to sustain and develop the state of Minnesota. Each campus offers a distinctive learning environment to equip students with knowledge and life-long skills; the resources of a research university provide a wealth of opportunities across the system to advance and translate knowledge; and many units connect community needs to University resources to address critical issues in Minnesota. The University leverages its collective strengths and responds to the needs of our changing state, nation, and world. To that end, we have created a plan that maximizes innovation and creativity across all units and enriches the distinctiveness of our five campuses.

I. We will support the development of learners and leaders across their lifespan to equip them to productively engage in their workplaces and communities.

- To effectively meet the needs of students from across Minnesota and beyond, develop system-wide recruitment and enrollment strategies that focus on the fit between the student and campus to enhance student success (campus size, learning experience, support, mission, etc.) and match student interest (areas of excellence). Promote and support intercampus transfers for students whose academic interests are best served at a campus in the system other than that in which they started.
- Expand academic pathways between undergraduate and graduate programs to facilitate student success, increase recruitment and retention of students within the system, and meet the needs of Minnesota communities.
- Develop a system-wide approach to providing on-line learning opportunities that increases access for undergraduate and graduate students to start, complete, or supplement a University of Minnesota degree and expand potential enrollments in targeted areas.
- Promote lifelong learning throughout Minnesota through Extension programming and on-line educational offerings.
- To facilitate students' abilities to enrich their communities and address local and global challenges, ensure all students have access to high-impact experiences such as study abroad, service-learning, and internationalized curriculum.
- Increase financial support and improve structures to create interdisciplinary programs and experiences. Foster opportunities for students and faculty on each

campus to conduct research, teaching, and outreach using interdisciplinary perspectives that draw on and expand disciplinary expertise.

- Develop opportunities to grow intercultural skills to effectively negotiate culturally complex situations ever-present on our campuses, and in our state, nation and world.
- Ensure sufficient resources and educational experiences to support students' holistic wellbeing during and after their educational experiences at the University.

II. We will facilitate scholarly research and creative work to solve problems, expand possibilities, and enrich the human condition.

- Acknowledge and invest in our unique role as Minnesota's premier producer of outstanding researchers and knowledge creators.
- Focus scholarly research and creative activity on promoting the health and wellbeing of people throughout Minnesota.
- Recognize and invest in distinctive areas of research aligned with expertise at each campus and through Extension. Encourage faculty exchanges to strengthen research opportunities for faculty and students at each of our campuses.
- Leverage research administrative systems (for example, through the Office for the Vice Provost for Research, the Provost's Office, and the Institutional Review Board) to ensure high-quality, ethical, and meaningful research.
- Leverage research facilities across the system to promote collaboration and maximize use of research resources. Enable transfer of instrumentation between campuses to extend the useful life of instrumentation.
- Utilize technology to bring together researchers and scholars across the system to exchange research ideas and form collaborations.

III. We will partner with Minnesota communities to address challenges and create opportunities.

- Bring University expertise to bear on solving community challenges throughout the State by finding new ways to leverage University units that already have deep connections in Minnesota communities (Continuing Education, Extension, Public Engagement, Research and Outreach Centers, etc.) to promote student and faculty engagement in learning and problem-solving.
- Employ innovative approaches to meeting Minnesota's workforce needs, such as building a state-wide strategy to promote ongoing learning and certification for adults that meets short- and long-term needs.
- Maximize the responsiveness and efficacy of the University to address community needs in both rural and urban areas. Encourage cooperative efforts between existing units with connections throughout the state to support flourishing rural and small town communities as well as to support development in and engagement with urban communities.

BUILDING SYSTEM CAPACITY TO ACHIEVE STRATEGIC INTENTIONS.

The UMN is comprised of a unique set of resources distributed throughout the state. If properly networked, these resources can enhance the learning and development of the student, enhance the capacity to partner with communities to address their challenges, and leverage distributed research expertise. By promoting system mindfulness, and by holding steadfast to our mission and principles, we enhance the capacity of the UMN System to better connect and appropriately network its distinctive statewide resources to achieve the strategic intentions. This section outlines ways to infuse system mindfulness in institutional decisions.

- Ensure that the distinctiveness of each campus is planned, communicated, and adequately resourced.
- Communicate internally and externally about the successes of each campus according to its distinctive role in the system.
- Explain and make transparent resource allocation decisions as they relate to system priorities. These decisions should reflect the challenges of each unit/campus and consider how the system could mitigate them.
- Ensure that the strength of the System is actively communicated with

stakeholders.

- Develop and use a common language for our system and its constituent parts.
- Increase support for the University by creating a comprehensive public affairs and media campaign to illustrate the University system's distinctiveness and comprehensiveness.
- Develop recruiting and enrollment strategies that emphasize the strength of the system as well as branding strategies that show the distinctiveness and comprehensiveness of the system.
- Develop systems that promote inclusive excellence.
- Create and invest in a system-wide strategy to develop and retain diverse faculty, staff, and students. Prioritize recruitment and retention practices that support inclusive excellence throughout every employee and student group.
- Establish a system to collect data related to our diversity efforts. Develop decision-making processes to ensure that these data systematically inform decision-making.
- Integrate system mindfulness throughout our core functions and decision-making processes.
- Include an explicit focus in Board of Regents agenda-setting on how synergies within the system can best serve Minnesota.
- Identify system-wide "core values" that provide a compass for strategic decision-making and serve as the necessary foundation for mission accomplishment and fulfillment of purpose.
- Promote inclusive governance processes throughout the system.
- Ensure clarity of and accountability for the responsibilities of system-wide units. Develop criteria and provide rationales for types of decisions that are best made by those on a given campus/unit and those that are best made system-wide. Ensure that these decisions foreground the good of the system and that these decisions are informed by regular communication among those affected.
- Facilitate faculty and staff collaboration throughout the system to enhance sharing

of scholarly and administrative expertise in a way that acknowledges different circumstances. Create “system days” once a month to facilitate communication among people in similar roles from across the system so they can consult with each other, build professional capacity, and provide input into system-wide decision-making. Encourage occasional hosting of system-wide meetings by the five campuses to ensure familiarity with each of the campuses.

- Facilitate faculty and staff collaboration throughout the system around shared problems (i.e student mental health) and use technology to leverage available resources throughout the system to address these problems.
- Implement technology to facilitate system-wide interactions, such as conference rooms with easy-to-use AV equipment, classrooms with easy-to-use ITV capabilities, etc., and maximize use of such technology for system-wide meetings.
- Consider faculty expertise on all campuses when forming graduate faculty and developing graduate student committees.
- Recruit and retain outstanding faculty and staff by ensuring that professional development opportunities offered at any campus are easily available at all campuses when appropriate.
- Coordinate course/program offerings to facilitate access to and efficient use of system resources. Decide on the conditions in which it is appropriate to duplicate efforts, recognizing the distinctiveness of and expertise on all campuses.
- Maximize the effective and efficient use of expertise across system campuses and increase intercampus awareness about the distinctiveness and strengths of various parts of the system.
- Identify and invest in opportunities for productive exchange and collaboration between constituents of units across the system. These could include student “study away” on a campus other than the one at which they are enrolled, faculty exchanges, intercampus conferences, utilization of Research and Outreach Centers, Extension, and the Office of Public Engagement to enrich research, teaching, and outreach opportunities, and promotion of inclusive governance processes throughout the system.

RECOMMENDED NEXT STEPS

Throughout the University of Minnesota System, university resources and expertise have connected to better serve our students, our communities, and faculty and staff. To more fully mine our opportunities as a System and leverage our distributed expertise and resources, it is imperative that, with the full endorsement of the President and the Board of Regents, we build the administrative structure and develop the tactics to seek and connect the distinctive statewide resources to improve the quality of life in Minnesota and beyond. The section below outlines a proposed administrative structure with a work plan to begin the pervasive and persistent work needed to achieve the strategic intentions.

Proposed Administrative Structure:

1. Appointment of a System liaison, reporting to the President, who works closely with all campuses and units to ensure active communication and consultation throughout the System.
2. The President should revise the charge of the System Council in alignment with the strategic intentions.
3. The System liaison chairs the System Council. The members of the System Council should include key leaders of units with system wide responsibilities. Examples: Dean of Extension; academic lead of ROC; Dean of Continuing Education; Associate VP for the Office of Public Engagement; Graduate Dean; Director of Office of Economic Development; and Chancellor and Provost-appointed representatives -five members (*Should the campus representatives be the Vice Chancellors for Academic Affairs?*).
 - a. Chancellors will continue to report directly to the President. They will also continue to meet monthly as a group with the President, the Provost and Executive Vice President, and the System liaison.

Proposed Engagement by the Board of Regents

1. The System Council should provide regularly scheduled presentations to the Board of Regents, either to the full board or through committees, updating the Board on the implementation of the work plan and how challenges and opportunities are experienced throughout the System.

Integrate the Work of the System Council Into the Budgeting Process

1. The System liaison should work with University Budget and Finance in the creation of the rubric used in the Compact Process for both administrative and

academic units.

2. The System liaison should participate in Compact meetings for administrative and academic units representing a system viewpoint in the review of unit submissions.
3. The System liaison should participate in the final budget deliberations (e.g., the “Budget 5 process”) to ensure that system considerations are part of the budget recommendations to the President.

Suggested priorities for the System Council work plan

1. Building the capacity of the UMN system to meet its mission:
 - Build accountability of units with System-wide responsibilities through developing a process in which the each Chancellor provides feedback on annual reviews of vice presidents and other unit leaders with system wide responsibilities.
 - Work with University Relations to develop a common language for the system and its component units, distribute internal and external communications about the successes of each campus using a connected, distinctive format, and clearly identify campus versus system wide communications.
 - Work with stakeholders across the System to identify values that can be affirmatively adopted as shared values throughout the System. Once adopted, work with administrative offices (to include the Compliance Office) and academic leaders to communicate these values and implement training to support their use.
 - Implement “System Days” as a means to connect staff and faculty with similar roles and interests to gather and build the University of Minnesota community.
 - Being mindful of distances between campuses, implement technologies and coordinate delivery methods to maximize professional development opportunities.
 - Coordinate intercampus conferences in areas of excellence, faculty exchanges, and study away opportunities.

- Develop an appropriate internal transparent communication strategy about resource allocations.
 - Develop a System wide strategy to develop and retain diverse faculty and staff. Consider expanding the pre-doctoral and post-doctoral programs.
 - *Develop baseline measures: inventory the percentage of system topics on Board agenda for past year, publish a list of units with system wide duties, calculate the number of professional development programs accessible by all campuses and the method of delivery, report on percentage of underrepresented faculty and staff by campus, number of faculty exchanges, etc.*
2. We will support the development of learners and leaders across their lifespan so they are equipped to productively engage in their workplaces and communities:
- Develop a System-wide recruitment and admissions strategy driven by fit and market and rebrand recruitment around fit and campus distinctiveness in order to maximize the number of the Minnesota students served by the System.
 - Work directly with UMC, Continuing Education, and the Center for Educational Innovation to develop a coordinated statewide strategy for on-line undergraduate and graduate programs.
 - Work directly with academic leadership on all campuses to develop academic pathways and develop incentives for intercampus transfer across the system.
 - *Develop baseline measures: baseline admissions data – shared application yield rates, wait-list attrition, etc., intercampus transfer including exit interviews; an analysis of on-line learning of programming offerings by UMC and Continuing Education; number of study away students; number of study abroad students supported by GPS.*
3. We will facilitate scholarly research and creative work to solve problems, create opportunities, and enrich the human condition:
- Connect research facilities and system-wide centers and institutes with faculty across the system to promote collaboration and maximize use of research resources.

- Consider the transfer of instrumentation between campuses to extend the useful life of instrumentation
 - Promote sabbatical visits among campuses
 - Leverage research administrative systems (SPA, grants programs, compliance, etc.) across campuses
 - Utilize technology to bring together researchers and scholars across the system to exchange research ideas and form collaborations
 - *Creative work activities?*
4. We will partner with Minnesota communities to address challenges and create opportunities.
- Develop an inventory of all community based projects (e.g., Extension, ROCs, Office of Public Engagement, campuses, economic development, etc.) underway in the state denoting the nature of the project and its location.
 - Develop internal and external communication strategies to highlight the collective scope of the system's impact on community building in the state.
 - Develop processes/approaches to intentionally seek and launch synergistic system wide responses, not just by individual units, to support specific community needs (e.g., *How to drive a system wide response being mindful of resource challenges of the individual units?*).
 - Develop approaches to more broadly engage faculty and students on campuses to participate in System wide responses to support Minnesota communities.
 - Coordinate the delivery and development by Continuing Education and the Graduate School of certification programs targeting adults with a special emphasis on specific community needs to develop.
 - *Develop baseline Measures: A general assessment of current community-based activities: number, type, outcome, and investment. Estimate the number of student public engagements in courses across the five campuses*

KEY INVESTMENT AREAS/RUBRIC FOR DECISION-MAKING

This section is being developed.

GLOSSARY

This section is being developed. List executive summaries for each strategic plan for the campuses, Extension, ROCs, Continuing Education, Office of Public Engagement, Office of Economic Development, Office of Compliance and Integrity, AHC outreach efforts, etc. A list of entities is being compiled.