



M Pact 2025

SYSTEMWIDE STRATEGIC PLAN

TABLE OF CONTENTS

| | |
|-------------------------------------------------------|-----------|
| Letter from the President | 3 |
| <hr/> | |
| Systemwide Strategic Plan | 4 |
| <hr/> | |
| The Plan: Commitments | 7 |
| <hr/> | |
| Goals and Actions | 8 |
| <hr/> | |
| Metrics | |
| <i>Commitment 1: Student Success</i> | 11 |
| <i>Commitment 2: Discovery, Innovation and Impact</i> | 14 |
| <i>Commitment 3: MNtersections</i> | 17 |
| <i>Commitment 4: Community and Belonging</i> | 20 |
| <i>Commitment 5: Fiscal Stewardship</i> | 23 |
| <hr/> | |
| Consultation | 26 |
| <hr/> | |
| Appendices | |
| <i>A Dashboard</i> | 28 |
| <i>B Progress Card</i> | 30 |

A portrait of President Joan T.A. Gabel, a woman with dark hair, wearing a red blazer over a yellow and red patterned scarf. She is smiling and looking directly at the camera. The background is a blurred, warm-toned architectural structure.

LETTER FROM THE PRESIDENT

U of M Family,

I am proud to present MPact 2025, our University's new Systemwide Strategic Plan. Inspired by the State of Minnesota, the plan reflects our commitment to world-class research, teaching, and service, undertaken in the spirit of the University's land-grant mission to equitably create access and innovation at home and with global impact.

Developed across three phases of planning, MPact 2025 is a result of broad and ongoing consultation with faculty, staff, and students, as well as alumni supporters and partners in the legislature and around the state. We sincerely appreciate the robust engagement across our University and beyond. The plan and our path forward as a University System is better because of each of you.

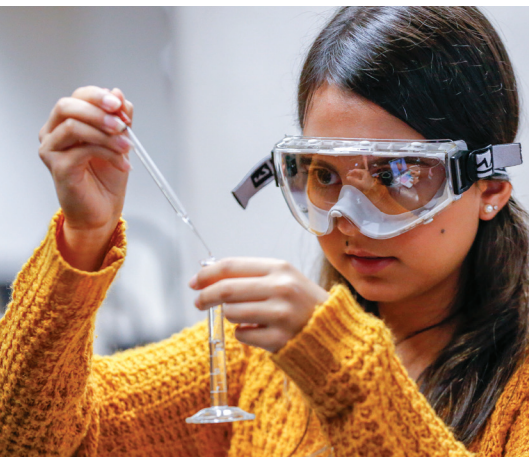
We look forward to your continued engagement as we take the next steps in the implementation of the plan, and as we seek to honor our nearly 170-year legacy, while creating an impactful future. In these, and many other ways, MPact 2025 exemplifies that we are five campuses strong, working together as one System, from Crookston to Duluth, Morris to Rochester, and to the Twin Cities, to ensure that our best days lie ahead.

With warmest regards,

A handwritten signature in black ink, consisting of a stylized 'J' followed by a series of loops and a final dot.

President Joan T.A. Gabel

SYSTEMWIDE STRATEGIC PLAN



Phase 1: 2016-17 Phase 2: 2017-18

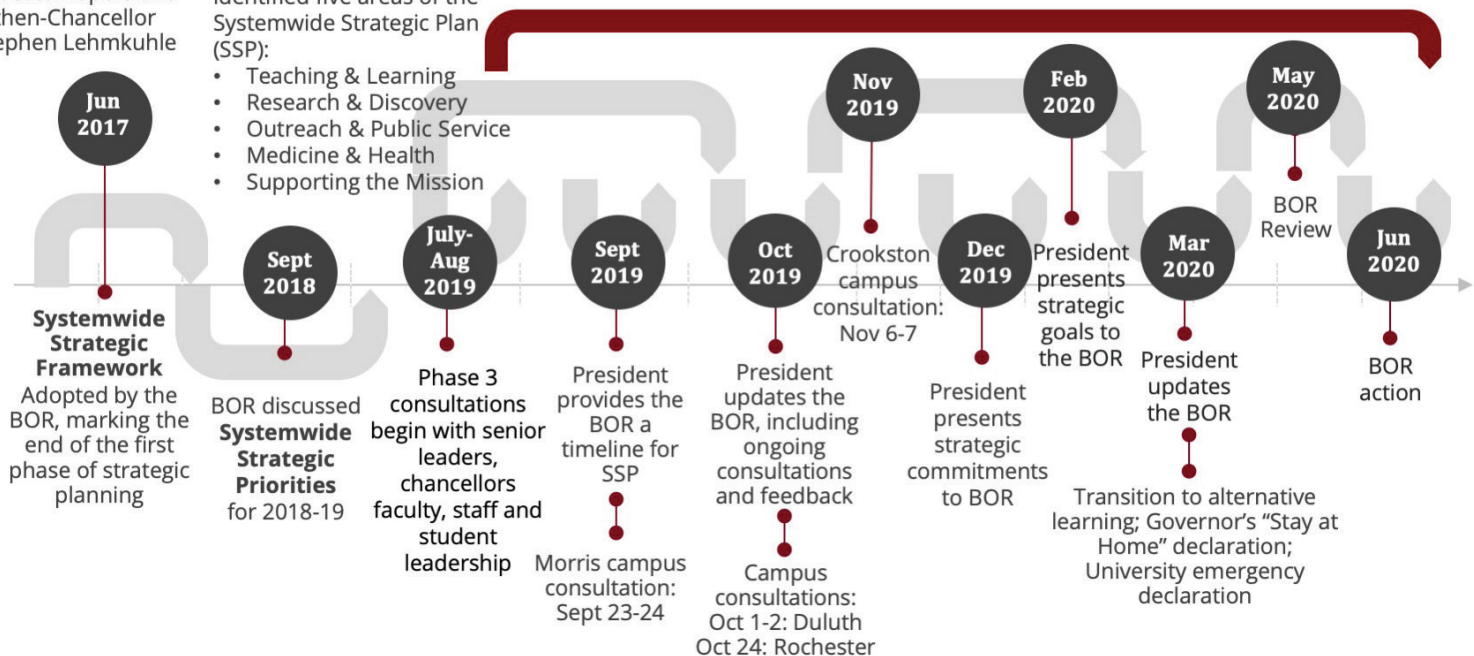
Led by Vice Provost Rebecca Ropers and then-Chancellor Stephen Lehmkuhle

The Board of Regents (BOR) identified five areas of the Systemwide Strategic Plan (SSP):

- Teaching & Learning
- Research & Discovery
- Outreach & Public Service
- Medicine & Health
- Supporting the Mission

Phase 3: Fall 2019-Spring 2020

Consultation with senior leaders, faculty, staff, and student governance bodies, and key stakeholders



Phase 1: 2016-17

Phase 1 began during fall 2016. Led by co-chairs Vice Provost Rebecca Ropers and then-Chancellor Stephen Lehmkuhle, this work led to the "Systemwide Strategic Framework," which was adopted by the University's Board of Regents (BOR) in June 2017.

Phase 2: 2017-18

Phase 2 of the Systemwide Strategic Planning Process occurred during the 2017-2018 fiscal year and determined system priorities in focus areas aligning with the University's mission and the Systemwide Strategic Framework.

At the September 2018 Board of Regents meeting, within the context of the presidential transition, (One-Year) "Systemwide Strategic Priorities for 2018-2019" were discussed and included some key elements of the five areas established during the 2017-2018 fiscal year.

Phase 3: 2019-20

Phase 3, the final phase of our Systemwide Strategic Planning Process, began at the July 2019 BOR retreat in Faribault.

The important work during the initial phases of the Systemwide Strategic Planning Process kickstarted a conversation about where we wanted to go as a University and what it meant to act as a system.

At BOR meetings in September 2019 and October 2019, a timeline and consultation plans toward final review and action on the MPact 2025 plan were discussed. In December 2019, System Commitments were presented, followed by System Goals in February 2020. The System Goals represent how MPact 2025 intends to fulfill the System Commitments.

At the March 2020 BOR Retreat in Cloquet, a framework of action items was presented. These items represent how the draft goals will be fulfilled, and are designed to be measured year over year for improvement or by hitting a target.

The full MPact 2025 plan was reviewed at the May 2020 BOR Meeting and approved at the July 2020 BOR Meeting.

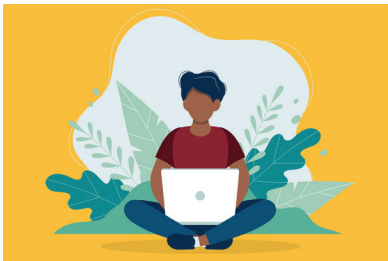
A set of measures and a dashboard were introduced for review, representing a refresh of the University's Progress Card and the accompanying Maroon and Gold measures.



THE PLAN

Inspired by the State of Minnesota, MPact 2025 reflects our deepened commitment to research, teaching, and service, open access to opportunity, and forward-thinking innovation to advance the University's land-grant mission and impact the world.

MPact 2025 is specific and measurable. It has clear goals and action items. It is a guidepost for the kind of institution we want to be—and it will be adaptable to changing circumstances. Like most strategic plans, approximately 70% of this plan advances our historic mission and what we do well; 15% fixes where past practice got it wrong, or actually caused harm; and 15% promotes innovative ideas and operations. However, it is not a detailed playbook that provides an answer to every potential decision.



Commitments

Commitments represents the intersection of our values and action. They are like a spine to which all else is connected, and are intended to freely complement and interact with one another. The Commitments help us to articulate our vision at the 100,000 feet level, as well as provide direction to frame our organizational identity. The Commitments are inspiring, unifying, and impactful, but not constraining.

1: STUDENT SUCCESS

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

2: DISCOVERY, INNOVATION & IMPACT

Channeling curiosity, investing in discovery to cultivate possibility, and innovating solutions while elevating Minnesota and society as a whole.

3: MNTERSECTIONS

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

4: COMMUNITY & BELONGING

Fostering a welcoming community that values belonging, equity, diversity, and dignity in people and ideas.

5: FISCAL STEWARDSHIP

Stewarding resources to promote access, efficiency, trust, and collaboration with the state, students, faculty, staff, and partners.

GOALS AND ACTIONS



Goals convey how we intend to fulfill our System Commitments at the 30,000 feet level, and outline things we do.

Action items indicate how we intend to fulfill the draft goals, and under the action items, a set of measures and dashboard (See Appendix A) represent a refresh of our University's Progress Card (Appendix B) and accompanying Maroon and Gold measures. A process to establish new goals and action items is available to add to the plan over time.



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

- Establish comprehensive systemwide strategic enrollment management strategy.
- Improve retention and graduation rates while closing gaps.
- Expand scholarship opportunities.



Enhance student experience, wellness, and success.

- Establish systemwide mental health initiative.
- Strengthen career readiness and outcomes for all students.
- Establish a holistic approach to student wellness.



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

- Establish innovative, coordinated, and scaled systemwide distributed learning models that increase access and meet workforce needs.
- Enhance academic calendar flexibility to increase student engagement and year-round access.
- Enhance the quality and support for educational offerings.



Increase high-impact discovery and scholarship.

- 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 postdocs.
-



Cultivate creativity, collaboration, and entrepreneurial spirit.

- 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.
-



Engage and impact Minnesota at world-class levels.

- 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.
-



Drive innovation for next-generation health.

- Increase collaborations to serve as a model in health education, clinical training, and new models of care.
 - Deepen impact in core areas of strength, including solutions, cures, and technology.
 - Serve as a destination practice for leading delivery models.
-



Build a fully sustainable future.

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



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

- 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.



Recruit and retain diverse talent.

- Recruit diverse students, faculty, and staff.
 - Retain diverse students, faculty, and staff.
 - Reduce disparities among underrepresented groups.
-



Cultivate a welcoming and inclusive campus climate.

- Measure and address annual climate survey data.
 - Increase job satisfaction.
 - Develop education and training to increase intercultural competency and interactional diversity.
-



Advance understanding and nurture enduring partnerships.

- Advance deeper understanding of institutional history.
 - Strengthen collaborative relations with Tribal Nations.
 - Drive mutually beneficial relationships with underserved local communities and strategic partners to enhance society, access to higher education, and safe campus environments.
-



Reduce financial barriers to student achievement.

- Reduce student debt.
 - Enhance on-campus employment opportunities for all students.
 - Increase aid targeted to students with demonstrated need.
-



Align revenue with forward-thinking mission fulfillment.

- Develop 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.
-



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

- 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.
-



Re-envision risk management and safety.

- Enhance 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.

METRICS

Commitment 1

Student Success

ACTION ITEMS 1.1

| Commitment 1 – Student Success: Action Items (1.1) | Dashboard; Maroon/Gold; or MPACT 2025 SWSP Measure | Campus | Proposed Measure(s) | Current Baseline | 2025 Goal | Leadership point person(s) |
|------------------------------------------------------------------------------|-------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------|---------------------|--------------|---------------------------------------------|
| Establish comprehensive systemwide strategic enrollment management strategy. | SWSP | System | Develop Systemwide enrollment plan by Fall 2021. | N/A | By Fall 2021 | Croson / Chancellors |
| | | Crookston | Meet undergraduate enrollment goals for each campus by Fall 2025. | 1754 | 2100 | Croson / Chancellors |
| | | Duluth | | 8351 | 9100 | |
| | | Morris | | 1243 | 1700 | |
| | | Rochester | | 614 | 1360 | |
| | Dashboard; Maroon/Gold | Twin Cities | | 30907 | 33000 | |
| | Maroon/Gold | Twin Cities | Achieve goal ACT interquartile range by 2025. | 25-31 | 25-31 | Croson / Chancellors |
| Improve retention and graduation rates while closing gaps. | SWSP | Crookston | Increase 4-year grad rate by 2025. | 48.9% | 49% | Croson / Chancellors |
| | | Duluth | | 46.0% | 48% | |
| | | Morris | | 50.1% | 57% | |
| | | Rochester | | 55.9% | 60% | |
| | Dashboard; Maroon/Gold | Twin Cities | | 72.7% | 76% | |
| | Maroon/Gold | Twin Cities | Increase 6-year grad rate by 2025. | 84.5% | 86% | Croson / Chancellors |
| | Maroon/Gold | System | Reduce gap between 4-year and 6-year grad rates of Pell-eligible and non-Pell-eligible students by 50% by 2025. | 13.3% / 9.2% | 6.6% / 4.6% | Croson / Chancellors |
| | SWSP | Crookston | Increase freshman to sophomore retention rate for each campus by 2025. | 65.5% | 80% | Croson / Chancellors |
| | | Duluth | | 83.6% | 86% | |
| | | Morris | | 79.9% | 84% | |
| | | Rochester | | 82.8% | 85% | |
| | Maroon/Gold | Twin Cities | | 93.5% | 94% | |
| Expand scholarship opportunities. | Maroon/Gold | System | Increase institutional gift aid for all students by 10% by 2025 | \$276M | \$304 | Croson / Frans / Schmidtkofer / Chancellors |

Commitment 1

Student Success ACTION ITEMS 1.2

| Commitment 1 – Student Success: Action Items (1.2) | Dashboard; Maroon/Gold; or MPACT 2025 SWSP Measure | Campus | Proposed Measure(s) | Current Baseline | 2025 Goal | Leadership Point Person(s) |
|---------------------------------------------------------------|-------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|------------------------------------|
| Establish systemwide mental health initiative. | Maroon/Gold | System | Develop and launch initiative (building on the existing Mental Health Learning Collaborative). | N/A | By June 2021 | Towle / Chancellors |
| Strengthen career readiness and outcomes for all students. | Dashboard; Maroon/Gold | System | Increase undergraduate career outcomes rate. | 94% | 97% | Croson / Phillips / Chancellors |
| Establish a holistic approach to student wellness. | SWSP | System | Improve students' self-reported wellness indicators. | 22% increase in three years unmanaged stress 120% increase in inadequate sleep | 0% increase in both measures (flatten the curve) | Phillips / Chancellors |

Commitment 1

Student Success

ACTION ITEMS 1.3

| Commitment 1 – Student Success: Action Items (1.3) | Dashboard; Maroon/Gold; or MPACT 2025 SWSP Measure | Campus | Proposed Measure(s) | Current Baseline | 2025 Goal | Leadership Point Person(s) |
|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------|---------------------|-------------------------|-------------------------------|
| Develop innovative, coordinated, and scaled systemwide distributed learning models that increase access and meet workforce needs. | Maroon/Gold | System | Percentage of instruction delivered through completely online or hybrid methods (2018-19 as baseline). | 12% | Increase year over year | Croson / Chancellors |
| Establish academic calendar flexibility to increase student engagement and year-round access. | SWSP | Twin Cities | Increase 3-year graduation rate each year for students who enter with 60+ credits and are enrolled full-time. | 74.6% | 77% | Croson / Chancellors |
| Enhance the quality and support for educational offerings. | SWSP | System | Program review and accreditation are and remain current each year. | Current | Current each year | Croson / Chancellors |

Commitment 2

Discovery, Innovation and Impact ACTION ITEMS 2.1

| Commitment 2 – Discovery, Innovation & Impact: Action Items (2.1) | Dashboard; Maroon/Gold; or MPACT 2025 SWSP Measure | Campus | Proposed Measure(s) | Current Baseline | 2025 Goal | Leadership point person(s) |
|------------------------------------------------------------------------------------|----------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|-----------------|-------------------------------|
| Prioritize research opportunities for all students. | Maroon/Gold | Twin Cities | Increase research opportunities for all undergraduate students. | 37% indicating participating in a research opportunity (SERU) | Above 50% | Croson / Cramer / Chancellors |
| Increase year-over-year funding growth for research and industry-sponsored awards. | Dashboard; Maroon/Gold | System | Target growth for research awards of 5% per year (stretch 7%) for next 5 years; maintain Top 10 public University expenditure ranking in HERD. | \$876M / 10 th in HERD Ranking | \$1.1B / Top 10 | Cramer / Chancellors |
| Advance career outcomes for graduate students and postdocs. | Maroon/Gold | Twin Cities | Increase percentage of graduate students and postdocs employed in positions that use their degree. | Establish survey and collect data by December 2021 | N/A | Croson / Cramer / Chancellors |

Commitment 2

Discovery, Innovation and Impact ACTION ITEMS 2.2

| Commitment 2 – Discovery, Innovation & Impact: Action Items (2.2) | Dashboard; Maroon/Gold; or MPACT 2025 SWSP Measure | Campus | Proposed Measure(s) | Current Baseline | 2025 Goal | Leadership point person(s) |
|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|--------|-----------------------------------------------------------------------------------|----------------------------------|--------------|----------------------------------|
| Enhance opportunities for new businesses and start-ups, corporate partnerships, and technology commercialization. | Dashboard; Maroon/Gold | System | Grow to 25 start-ups per year by 2025. | 19 | 25 | Cramer / Chancellors |
| | Maroon/Gold | System | Increase \$ of industry sponsored awards. | \$81.6M | \$109M | Cramer / Chancellors |
| Increase multidisciplinary opportunities in research and curriculum. | SWSP | System | Increase number of multidisciplinary grants and courses each year. | Establish baseline in 2021 | N/A | Cramer / Croson / Chancellors |
| Advance the arts and humanities through strategic collaborations. | SWSP | System | Increase number of collaborations involving the arts and humanities each year. | Establish baseline in 2021 | N/A | Croson / Cramer / Chancellors |

Commitment 2

Discovery, Innovation and Impact ACTION ITEMS 2.3

| Commitment 2 – Discovery, Innovation & Impact: Action Items (2.3) | Dashboard; Maroon/Gold; or MPACT 2025 SWSP Measure | Campus | Proposed Measure(s) | Current Baseline | 2025 Goal | Leadership point person(s) |
|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|-------------|------------------------------------------------------------------------------|-----------------------------------|--------------------------------------------|-------------------------------|
| Elevate national and international profile and standing while addressing societal needs. | Maroon/Gold | Twin Cities | Elevate USNWR and Shanghai rankings | #26 in USNWR / #40 in Shanghai | Top 25 public in USNWR; Top 35 in Shanghai | Croson / Cramer |
| Enhance Carnegie Community Engagement designation across system, and measure and expand outreach and engagement. | Maroon/Gold | System | Achieve Carnegie Community Engagement designations on five campuses by 2025. | Morris and Twin Cities | All campuses by 2025 | Croson / Chancellors |
| | Dashboard; Maroon/Gold | System | Develop unified service, outreach, and engagement database and map. | Establish baseline in Spring 2021 | By December 2021 | Croson / Kramer / Chancellors |
| Increase state partnership funding. | Maroon/Gold | System | Increase state funding. | ~\$922M (FY20) | Expand state partnership | Frans / Cramer / Chancellors |
| | Dashboard; Maroon/Gold | System | Increase state-sponsored research. | \$412M (over last five years) | Increase 2021-2025 total | |

Commitment 3

MNtersections ACTION ITEMS 3.1

| Commitment 3 – MNtersections: Action Items (3.1) | Dashboard; Maroon/Gold; or MPACT 2025 SWSP Measure | Campus | Proposed Measure(s) | Current Baseline | 2025 Goal | Leadership point person(s) |
|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|--------|---------------------------------------------------------------------------|---------------------|---------------------------------------|-------------------------------|
| Increase collaborations to serve as a model in health education, clinical training, and new models of care. | Dashboard; Maroon/Gold | System | Elevate NIH Blue Ridge ranking. | 27 | Top 25 by 2023 | Tolar / Chancellors |
| Deepen impact in core areas of strength, including solutions, cures, and technology. | Dashboard; Maroon/Gold | System | Increase the number of medtech/health-science disclosures year over year. | 239 | Increase year over year | Tolar / Cramer / Chancellors |
| Serve as a destination practice of leading delivery models. | Maroon/Gold | System | Improve patient experience scores. | 82.8% | 85% of patients recommend UMN by 2025 | Tolar |

Commitment 3

MNtersections ACTION ITEMS 3.2

| Commitment 3 – MNtersections: Action Items (3.2) | Dashboard; Maroon/Gold; or MPACT 2025 SWSP Measure | Campus | Proposed Measure(s) | Current Baseline | 2025 Goal | Leadership point person(s) |
|-------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------------|-------------------------------|
| Demonstrate state and worldwide leadership in sustainability and environmental teaching, research, and convening power. | Dashboard; Maroon/Gold | System | Establish and increase Times Higher Ed SDG rankings, including but not limited to climate action, clean water, and land ecosystems. | Submit baseline data by Fall 2021 | N/A | Frans / Cramer / Chancellors |
| | Maroon/Gold | System | Achieve Gold STAR rating. | Duluth and Morris | Five campuses by 2025 | Frans / Cramer / Chancellors |
| Develop system leadership and governance coordination for sustainability initiatives. | SWSP | System | Launch annual systemwide and campus sustainability convenings by June 2021. | N/A | By June 2021 | Frans / Cramer / Chancellors |
| Establish next generation systemwide Climate Action Plan for 2030. | Maroon/Gold | System | Establish next generation climate action plans for campuses and System by 2023. | N/A | By 2023 | Frans / Cramer / Chancellors |

Commitment 3

MNtersections ACTION ITEMS 3.3

| Commitment 3 – MNtersections: Action Items (3.3) | Dashboard; Maroon/Gold; or MPACT 2025 SWSP Measure | Campus | Proposed Measure(s) | Current Baseline | 2025 Goal | Leadership point person(s) |
|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|--------|----------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------------------------|-------------------------------|
| Develop and deploy new techniques and partnerships for smart farming and sustainable food supplies, and natural resources. | Dashboard; Maroon/Gold | System | Increase number of food, ag-tech, and natural resource-related disclosures year over year. | 33 | Increase year over year | Croson / Cramer / Chancellors |
| | Maroon/Gold | System | Actively participate in industry and government food, ag, and natural resource-related initiatives and partnerships. | Establish baseline in Spring 2021 | N/A | Croson / Cramer / Chancellors |
| Expand, develop and retain agricultural and food system talent in rural communities and agribusiness. | SWSP | System | Develop unified service, outreach, and engagement database and map. | N/A | By December 2021 | Croson / Chancellors |
| Enhance Extension's impact and reach. | SWSP | System | Increase number of community partners served by 20% by 2025. | Establish baseline in Spring 2021 | 20% increase over baseline | Croson / Chancellors |

Commitment 4

Community and Belonging ACTION ITEMS 4.1

| Commitment 4 – Community & Belonging: Action Items (4.1) | Dashboard; Maroon/Gold; or MPACT 2025 SWSP Measure | Campus | Proposed Measure(s) | Current Baseline | 2025 Goal | Leadership point person(s) |
|----------------------------------------------------------|-------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------|----------------------------|---------------------------------------------|
| Recruit diverse students, faculty, and staff. | Maroon/Gold | System | Increase percentage of underrepresented undergraduate students in the freshmen class. | 26.1% | Increase year over year | Goh / Horstman / Croson / Chancellors |
| | | | Increase percentage of underrepresented incoming professional and graduate students. | 21.9% | Increase year over year | |
| | | | Increase percentage of underrepresented faculty and staff hired year over year. | 21.5% Faculty BIPOC; 47.4% Female faculty | Increase year over year | |
| | | | | 27.9% staff of color | Increase year over year | |
| Retain diverse students, faculty, and staff. | SWSP | System | Increase retention of all underrepresented students year over year. | 90% UG first to second year BIPOC | Increase year over year | Goh / Horstman / Croson / Chancellors |
| | | | Increase retention of all underrepresented faculty and staff year over year. | Establish baseline in Spring 2021 | Increase each year | |
| Reduce disparities among underrepresented groups. | SWSP | Crookston | Decrease 4-year and 6-year graduation gaps between white and BIPOC students. | 21.9%/32.9% | 11%/16.5% | Croson / Chancellors |
| | | Duluth | | 11.9%/10.5% | 6%/5.3% | |
| | | Morris | | 11.7%/16.8% | 5.9%/8.4% | |
| | | Rochester | | 4.3%/9.3% | 2.2%/4.6% | |
| | | Twin Cities | | 7.9%/3.4% | 4%/1.7% | |
| | Maroon/Gold | | | | | |
| | SWSP | System | Reduce disparities in faculty promotion rates. | 1.1% faculty of color 14.4% Female <both asst. to tenured> | Eliminate disparities | Croson / Chancellors |

Commitment 4

Community and Belonging ACTION ITEMS 4.2

| Commitment 4 – Community & Belonging: Action Items (4.2) | Dashboard; Maroon/Gold; or MPACT 2025 SWSP Measure | Campus | Proposed Measure(s) | Current Baseline | 2025 Goal | Leadership point person(s) |
|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------|------------------------------------------|
| Measure and address annual climate survey data. | Dashboard; Maroon/Gold | Twin Cities | Increase percentage of students with a favorable sense of belonging (Climate survey; SERU: "Agree I feel I have a sense of belonging to my campus" -- Agree or Strongly Agree). | 63.2% | Increase year over year | Goh / Croson / Phillips Chancellors |
| Increase job satisfaction. | Dashboard; Maroon/Gold | System | Increase Commitment and Dedication measure in Engagement Survey. | 75% | 77% | Horstman / Goh / Croson / Chancellors |
| Develop education and training to increase intercultural competency and interactional diversity. | SWSP | System | Increase number of people who participate in intercultural competency and interactional diversity trainings each year. | 2,000 | 4,000 | Goh / Croson / Chancellors |

Commitment 4

Community and Belonging ACTION ITEMS 4.3

| Commitment 4 – Community & Belonging: Action Items (4.3) | Dashboard; Maroon/Gold; or MPACT 2025 SWSP Measure | Campus | Proposed Measure(s) | Current Baseline | 2025 Goal | Leadership point person(s) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|--------|-----------------------------------------------------------------------------------------------|-----------------------------------|--------------------|-------------------------------|
| Advance deeper understanding of institutional history. | Maroon/Gold | System | Complete Board of Regents April 2019 charge. | N/A | By June 2021 | Croson / Chancellors |
| Strengthen collaborative relations with Tribal Nations. | SWSP | System | Meet with leadership from the eleven sovereign Tribal Nations at least three times each year. | N/A | 3 times each year | Goh / Chancellors |
| Drive mutually beneficial relationships with underserved local communities and strategic partners to enhance society, access to higher education and safe campus environments. | SWSP | System | Increase number of partnerships with underserved local communities each year. | Establish baseline in Spring 2021 | Increase each year | Goh / Croson/ Chancellors |

Commitment 5

Fiscal Stewardship ACTION ITEMS 5.1

| Commitment 5 – Fiscal Stewardship: Action Items (5.1) | Dashboard; Maroon/Gold; or MPACT 2025 SWSP Measure | Campus | Proposed Measure(s) | Current Baseline | 2025 Goal | Leadership point person(s) |
|--------------------------------------------------------------|----------------------------------------------------|--------|-------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------|------------------------------|
| Reduce student debt. | Dashboard; Maroon/Gold | System | Reduce the average undergraduate student debt (for those who borrow) to less than \$25,000 upon graduation. | \$26,876 | Below \$25,000 | Frans / Croson / Chancellors |
| Enhance on-campus employment opportunities for all students. | Maroon/Gold | System | Increase campus employment opportunities for all students each year. | 13,648 UG workers and grad assistants | Increase year over year | Horstman / Chancellors |
| Increase aid targeted to students with demonstrated need. | Dashboard; Maroon/Gold | System | Create a tuition-free program for Minnesota families with Adjusted Gross Incomes at \$50,000 or less. | N/A | By Fall 2021 | Croson / Frans / Chancellors |

Commitment 5

Fiscal Stewardship ACTION ITEMS 5.2

| Commitment 5 – Fiscal Stewardship: Action Items (5.2) | Dashboard; Maroon/Gold; or MPACT 2025 SWSP Measure | Campus | Proposed Measure(s) | Current Baseline | 2025 Goal | Leadership point person(s) |
|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|--------|------------------------------------------------|--------------------------------------------|-----------------------|---------------------------------|
| Develop leading-edge tuition and pricing model. | SWSP | System | Define tuition and pricing model by 2023. | N/A | By 2023 | Frans / Croson / Chancellors |
| Define and establish an administrative cost benchmark. | Dashboard; Maroon/Gold | System | Reduce administrative overhead year over year. | Establish baseline in Spring 2021 | N/A | Frans / Chancellors |
| Identify and maximize non-state support, including new revenue opportunities aligned to institutional goals. | SWSP | System | Increase alternative revenue each year. | Establish baseline in 2021 | Increase each year | Frans / Cramer / Chancellors |

Commitment 5

Fiscal Stewardship ACTION ITEMS 5.3

| Commitment 5 – Fiscal Stewardship: Action Items (5.3) | Dashboard; Maroon/Gold; or MPACT 2025 SWSP Measure | Campus | Proposed Measure(s) | Current Baseline | 2025 Goal | Leadership point person(s) |
|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------|------------------|----------------------|------------------------------|
| Establish new long-term physical master plan for each campus that serves our community and is updated regularly. | SWSP | System | Update long-term physical master plan for each campus. | N/A | All campuses by 2025 | Frans / Croson / Chancellors |
| Advance innovative financing to support long-term strategic objectives. | SWSP | System | Establish plan to advance innovative financing to support long-term strategic objectives by December 2021. | N/A | By December 2021 | Frans / Chancellors |
| Establish land retention, acquisition, and use strategy. | SWSP | System | Establish land retention, acquisition, and use strategy plan by December 2021. | N/A | By December 2021 | Frans / Chancellors |

Commitment 5

Fiscal Stewardship ACTION ITEMS 5.4

| Commitment 5 – Fiscal Stewardship: Action Items (5.4) | Dashboard; Maroon/Gold; or MPACT 2025 SWSP Measure | Campus | Proposed Measure(s) | Current Baseline | 2025 Goal | Leadership point person(s) |
|------------------------------------------------------------------------------------------------|----------------------------------------------------|--------|------------------------------------------------------------------------------------------------|------------------|------------------|------------------------------|
| Enhance risk management through innovative technology and processes. | SWSP | System | Develop enterprise risk management plan by December 2021. | N/A | By December 2021 | Frans / Chancellors |
| Assess and improve campus safety protocols and organizational structure. | SWSP | System | Create plan to assess and improve campus safety by December 2021. | N/A | By December 2021 | Frans / Goh / Chancellors |
| Engage in continuous improvement practices to promote efficiency in all aspects of operations. | Maroon/Gold | System | Institute annual reporting effort of continuous improvement practices systemwide by June 2022. | N/A | By June 2022 | Frans / Croson / Chancellors |

CONSULTATION

Phase 3 of the plan, in particular, is recognized for its broad and ongoing consultation with faculty, staff, and students, as well as alumni supporters and partners in the legislature and around the state.

- University Board of Regents Engagement
 - *February 2021: Systemwide Strategic Plan Measures/Metrics (action)*
 - *December 2020: Systemwide Strategic Plan Measures/Metrics (review)*
 - *October 2020: Systemwide Strategic Plan Measures/Metrics (discussion)*
 - *June 2020: Systemwide Strategic Plan, Board of Regents Meeting (approval)*
 - *May 2020: Systemwide Strategic Plan, Board of Regents Meeting (review)*
 - *March 2020: Systemwide Strategic Plan, Board of Regents Retreat*
 - *February 2020: Update on Systemwide Strategic Plan: Goals, Board of Regents Meeting*
 - *December 2019: Update on the Systemwide Strategic Plan, Report of the President, Board of Regents Meeting*
 - *October 2019: Systemwide Strategic Plan: Strategic Commitments, Board of Regents Meeting*
 - *September 2019: Overview of Systemwide Strategic Planning, Board of Regents Meeting*
 - *July 2019: Systemwide Strategic Plan: Supporting the Mission, Board of Regents Retreat*
- Town hall meetings in Crookston, Duluth, Morris, and Rochester, and a virtual town meeting in April 2020 was held across these campuses to seek further input;
- Annual Extension Conference in Duluth;
- Homecoming on the Twin Cities campus with alumni leaders;
- FCC, Twin Cities Deans, Internal Audit, and Senior Leadership Team Retreats, and the MN Water Resources Conference;
- UMF Board and Executive Board;



- and with the University Senate and across our formal and informal faculty, student, and staff committees, including the Black Faculty & Staff Association and the U of M Retirees Association; and among numerous colleges and departments from the CEHD Fall Assembly, to the Dean's Advisory Committee at the Humphrey School, to the CLA Assembly and CSE's State of the College.
- Systemwide messages were sent by President Gabel on September 17, 2019, October 9, 2019, February 14, 2020, April 17, 2020, May 8, 2020, October 15, 2020, and December 11, 2020, linking to the initiatives tab on the presidential homepage for input at important junctures during the process. Similar messages were sent to the alumni community and to the state's government and elected officials, including our 201 state legislators, the governor and lieutenant governor, our Congressional delegation, and mayors and city council members in Crookston, Duluth, Falcon Heights, Minneapolis, Morris, Rochester, and St. Paul, among others.
- Input was sought from Senate Higher Ed Chair Paul Anderson and Ranking Member Greg Clausen, as well as House Higher Ed Chair Connie Bernardy and Ranking Member Bud Nornes.
- Input was sought among the business community, from the membership of the Minnesota Business Partnership (no comma) to the Twin Cities Dunkers and Capital Club.
- Tribal Partners were consulted during the 6th Annual Nibi Miinawaa Manoomin Symposium at White Earth Nation, and during the Native Nations Flag Event at the Humphrey School, among other important meetings.
- Minnesota's public and private higher ed institutions were consulted.
- Humphrey School Professor John Bryson offered insights and expertise.

Pact 2025

Select measures from the systemwide strategic plan



WE PROMOTE STUDENT SUCCESS.



FALL 2020 ENROLLMENT

The Twin Cities campus enrolled the **largest class** of MN freshmen and the U of M System enrolled the **highest percentage** of students of color in a half century.



FOUR-YEAR GRADUATION RATE

THIRD HIGHEST
among Big Ten public universities.

STUDENT PLACEMENT

94%

Systemwide career outcomes rate (2018-19).

WE ARE A RESEARCH POWERHOUSE.



RESEARCH IMPACT

TOP 10
PUBLIC RESEARCH

\$1 BILLION
RESEARCH EXPENDITURES



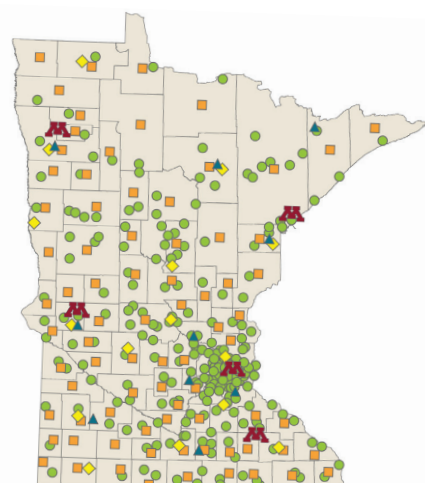
INNOVATION






400+
U of M invention
disclosures per year.

\$412 MILLION
in state-sponsored research
over the past five years
across medical technology,
agriculture, and natural
resources.

OUTREACH AND ENGAGEMENT

The U of M has reach in all
87 counties.



-  Campuses
-  Research & Outreach Centers
-  Regional Extension Offices
-  Extension County Offices
-  Cities with Health Care Training Sites

WE SERVE THE STATE AND IMPACT THE WORLD.



HEALTH CARE

80%

Percentage of Minnesota's health care practitioners, including pharmacists, dentists, and veterinarians trained by the U of M.



PATENTS

The U of M System is among the **top 20** universities for gaining US utility patents (including Medtech, etc.).



GREENHOUSE REDUCTION

We are committed to sustainability as evidenced by our **36% greenhouse reduction**.

WE ARE EQUITABLE, DIVERSE, AND INCLUSIVE.

WE ARE A RESPONSIBLE STEWARD OF RESOURCES.



CLIMATE SURVEY

86.4%

U of M students who agree they have a sense of belonging.



OPERATIONAL EXCELLENCE

A **higher percentage of our workforce** is solely committed to core mission activities than at peer institutions.



JOB SATISFACTION

3 OUT OF 4

U of M employees are highly committed and dedicated to their work.



AFFORDABILITY

The U of M is the **most affordable 4-year choice** for the majority of Minnesota families who earn under \$110K.

UNIVERSITY OF MINNESOTA
Driven to Discover®

Appendix B

| Strategic Focus | Campus | Performance Drivers/Outcomes | Current Baseline | Goal |
|------------------------------------------|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------|
| We promote student success | | | | |
| Systemwide enrollment | Twin Cities* | Meet undergraduate enrollment goals for each campus. | 30,907 | 33,000 by Fall 2025 |
| | Twin Cities* | Achieve interquartile ACT range. | 25-31 | 25-31 |
| | System | Increase percentage of MN H.S. graduates who attend U of M campuses as freshmen. | 10.4% | 12% by Fall 2025 |
| Graduation rates | Twin Cities* | Increase 4 year graduation rates. | 72.7% | 76% by 2025 |
| | Twin Cities | Increase 6 year graduation rates. | 84.5% | 86% by 2025 |
| | System | Reduce gap between 4-year and 6-year grad rates of Pell-eligible and non Pell-eligible students by 50% by 2025. | 13.3%/9.2% | 6.6%/4.6% by 2025 |
| Retention | Twin Cities* | Increase freshman to sophomore retention. | 93.5% | 94% by 2025 |
| Institutional gift aid | System | Increase institutional gift aid for all students by 10%. | \$276M | \$304M by 2025 |
| Student mental health | System | Develop and launch initiative by June 2021 (building on the existing Mental Health Learning Collaborative). | N/A | By June 2021 |
| Strengthen career outcomes and placement | System | Increase undergraduate career outcomes and placement. | 94% | 97% by 2025 |
| Distributed learning models | System | Percentage of instruction delivered through completely online or hybrid methods (2018-19 as baseline). | 12% | Increase year over year |
| We are a research powerhouse | | | | |
| Research Growth | System | Increase research opportunities for all undergraduate students. | Current Baseline 37% indicating participating in a research opportunity (SERU) | Above 50% |
| | System/Twin Cities | Target growth for research awards of 5% per year (stretch 7%) for next 5 years. Maintain Top 10 public University expenditure ranking in HERD. | \$876M / 10th HERD ranking | \$1.1B by 2025 / Top 10 |
| | System | Increase percentage of graduate students and postdocs employed in positions that use their degree. | Establish survey and collect data by December 2021 | N/A |
| | System | Grow start-ups per year. | 19 | 25 by 2025 |
| | System | Increase industry sponsored awards. | \$81.6M | \$109M by 2025 |
| | Twin Cities | Elevate USNWR National Public rankings and Shanghai i rankings. | #26 USNWR / #40 Shanghai | Top 25 public in USNWR / Top 35 in Shanghai by 2025 |
| | System | Achieve Carnegie Community Engagement designation. | UMM & UMMC | All campuses by 2025 |
| | System | Develop unified service, outreach, & engagement database and map. | Establish baseline Spring 2021 | By December 2021 |
| | System | Increase state funding. | \$922M (FY20) | Expand state partnership |
| | System | Increase state-sponsored research. | \$412M (over last five years) | Increase 2021-2025 total |

| We serve the state and impact the world | | Campus | Performance Drivers/Outcomes | Current Baseline | Goal |
|--------------------------------------------------|----------------------------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|----------------------------------------|
| Medical School ranking | System | | Elevate NIH Blue Ridge ranking each year. | 27 | Top 25 by 2023 |
| Technology innovation | System | | Increase the number of MedTech/health science disclosures each year. | 239 | Increase year over year |
| Leading health care delivery models | System | | Improved patient experience scores year over year. | 82.8% | 85% of patients recommend UIMN by 2025 |
| Sustainability leadership | System | | Increase Times Higher Ed Sustainability Development Goal Ranking, including but not limited to climate action, clean water, and land ecosystems. | Submit baseline data by Fall 2021 | N/A |
| | System | | Achieve Gold STAR rating. | Duluth and Morris | All campuses by 2025 |
| Climate action plan for 2030 | Each campus and systemwide | | Establish next generation climate action plans for 2030. | N/A | By 2023 |
| Ag-innovation and partnerships | System | | Increase number of food, ag-tech, and natural resource-related disclosures. | 33 | Increase year over year |
| | System | | Actively participate in industry and government food, ag, and natural resource-related initiatives and partnerships. | Establish baseline in Spring 2021 | N/A |
| We are equitable, diverse, and inclusive | Campus | | Performance Drivers/Outcomes | Current Baseline | Goal |
| Recruit diverse students, faculty and staff | System | | Increase percentage of underrepresented students in the Freshman class. | 26.1% | Increase year over year |
| | | | Increase percentage of underrepresented incoming professional and graduate students. | 21.9% | Increase year over year |
| | | | Increase percentage of underrepresented faculty hired year over year. | 21.5% faculty BIPOC / 47.4% Female | Increase year over year |
| | | | Increase percentage of underrepresented staff hired year over year. | 27.9% staff BIPOC | Increase year over year |
| Reduce disparities among underrepresented groups | Twin Cities* | | Decrease 4-year and 6-year graduation gaps between white and BIPOC students. | 7.9% four year/ 3.4% six year | 4%/1.7% by 2025 |
| Climate survey | Twin Cities | | Increase percentage of students with a favorable sense of belonging (Climate survey; SERU; "Agree I feel I have a sense of belonging to my campus" -- Agree or Strongly Agree). | 63.2% | Increase year over year |
| Job satisfaction | System | | Increase Commitment and Dedication measure in Engagement Survey. | 75% | 77% by 2025 |
| Institutional history | System | | Complete Board of Regents April 2019 charge. | N/A | By June 2021 |
| We are a responsible steward of resources | Campus | | Performance Drivers/Outcomes | Current Baseline | Goal |
| Student debt | System | | Reduce average student debt for those who borrow to less than \$25,000 upon graduation. | \$26,876 | Below \$25,000 by 2025 |
| On-campus employment | System | | Increase on-campus employment opportunities for all students each year. | 13,648 UG student workers and graduate assistants | Increase year over year |
| Targeted student aid | System | | Create tuition free program for undergraduate students by 2021. | N/A | By Fall 2021 |
| Administrative costs | System | | Reduce administrative overhead year over year. | Establish baseline Spring 2021 | N/A |
| Continuous improvement | System | | Institute annual reporting effort of continuous improvement practices systemwide. | N/A | By June 2022 |

* Crookston, Duluth, Morris, and Rochester campuses will provide their respective data separately.



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Crookston Duluth Morris Rochester Twin Cities